

Sales Management

THE MAGAZINE OF MARKETING

Is Business as Bad as It's Painted?

Yes, there are 3,000,000 unemployed, but the total of gainfully employed is larger than last year. Don't fall for the Communist strategy by accepting the bad news and ignoring the good. For a balanced appraisal of the economic situation, see page 35.

JULY 1, 1949



THIRTY-FIVE CENTS



Nobody ever sold a dime's worth of anything to a statistic!

If it's circulation statistics you want, we can give you the greatest yakety-yak you ever heard on rising newsstand sales and all-time high circulation!

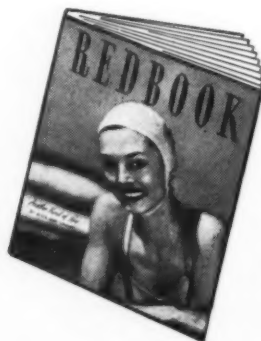
But if it's *customers* you want, sit down and relax for a minute. That's something we can discuss in low, well-modulated tones. When a man has the facts, he doesn't have to yell!

For instance, a direct mail advertiser selling a fairly high-priced unit, allowed himself \$20 per unit for advertising. Careful study of magazines whose readers had the money to buy this product, was carried on for several years. This finally

brought the cost of advertising down to \$14 per unit.

Then one day, the agency completed its study of REDBOOK, and they gave it a try. Using the same copy all the others had run, the inquiries were excellent. Then they had to wait for actual sales. When the smoke had cleared away, the cost had been reduced to \$8 per unit. They've been using REDBOOK regularly ever since.

Maybe you, too, would like to tell your story to active people instead of to circulation statistics. As we just remarked, nobody ever sold a dime's worth of anything to a statistic.



REDBOOK

McCall Corporation

444 Madison Avenue, New York 22, N.Y.



How to go home in Philadelphia

More than four out of five families show you the way to go home in Philadelphia. In this vast trading center, The Bulletin is read in over 80 per cent of the homes.

Look at Pennock Avenue in suburban Highland Park, for example. In two blocks, The Bulletin goes to 35 of 42 families.

That's how it is in the nation's third largest market. Your advertising *goes* home with The Bulletin, *stays* home, is *read* by the entire family—evenings and Sundays. In the *city of homes*, there's nothing like *the home newspaper* to deliver your product message.

.....
In Philadelphia
nearly everybody reads
The Bulletin
.....

ADVERTISING OFFICES: Philadelphia, Filbert & Juniper Streets. New York, 285 Madison Avenue.
National Advertising Representatives: Sawyer-Ferguson-Walker Co., Chicago, Detroit, Atlanta, Los Angeles, San Francisco

JULY 1, 1949

Sales Management

CONTENTS, JULY 1, 1949

ADVERTISING

- Hotel space is easier to get so California hotel men promote "stay another day." 68

GENERAL

- The Fifth Freedom: The right to sell—and be sold, by Raymond Bill 70
 Corrections for *Survey of Buying Power* 91
 Why top sales chiefs should give the same daily attention to industrial advertising as to any of their other sales tools, by David F. Austin, U. S. Steel Corp. 65

JOBBER & DISTRIBUTOR RELATIONS

- Topps Chewing Gum polls jobbers on local conditions for ideas to back sales strategy at manufacturing level 52

MANPOWER PROBLEMS

- How to spot differences between a good sales engineer and a poor sales engineer, Part II of "What Makes a Good Sales Engineer," by Burton Bigelow 60

MARKET DEVELOPMENT

- Capture the big markets first. That's the sales strategy behind Juice King's new whole orange juice squeezer 46

MARKETS

- Record breaking 1948 sales will be down only 4% in the third quarter. That's the estimate of the 100-man board in figuring Future Sales Ratings in 97 industries 92
 Wider-line retailing: what does it mean to manufacturers selling through restricted outlets? 37

PACKAGING

- Examples of how packaging gave products the edge on their competitors when the products themselves differed little from each other 76

PRODUCT DESIGN

- Would you like your trade-mark adapted to a fabric to decorate your offices? Fabrics for industry have done that for Mengel Furniture and Elgin Watch 45

SALES PROMOTION

- How American Safety Razor steps into the national marketing ring to do battle with Gillette for the double-edge blade market *42*

DEPARTMENTS AND SERVICES

Advertisers' Index	95	News Reel	15
Campaigns & Marketing	56	Readers' Service Bureau	94
Coming Your Way	50	Scratch Pad	20
Comment	96	Significant Trends	35
Future Sales Ratings	92	They're In the News	40
High Spot Cities	80	Tips	75
The Human Side	8	Washington Bulletin Board	28
Media & Agency News	86		

DOUBLE YOUR BID FOR BUSINESS IN NEW YORK



The Journal-American is "Aces High" with **700,000** families . . . virtually twice the audience of the second evening paper

IN bridge or business, the important thing is to play your cards right . . . to make the most of your opportunities.

No other market in the world offers the opportunities of New York . . . and no other evening newspaper even closely approaches Journal-American coverage of the New York market.

The Journal-American with 700,000 family circulation, virtually twice that of the second evening paper, doubles your

bid for New York business . . . doubles your yield with each unit of advertising.

Family circulation is always a long suit for advertisers, but when a newspaper can deliver—as the Journal-American does—hundreds of thousands more families than its competition, you really have a powerhouse of sales ability.

For top sales honors in New York, remember . . . your story strikes home 700,000 times a day in the . . .

Journal NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

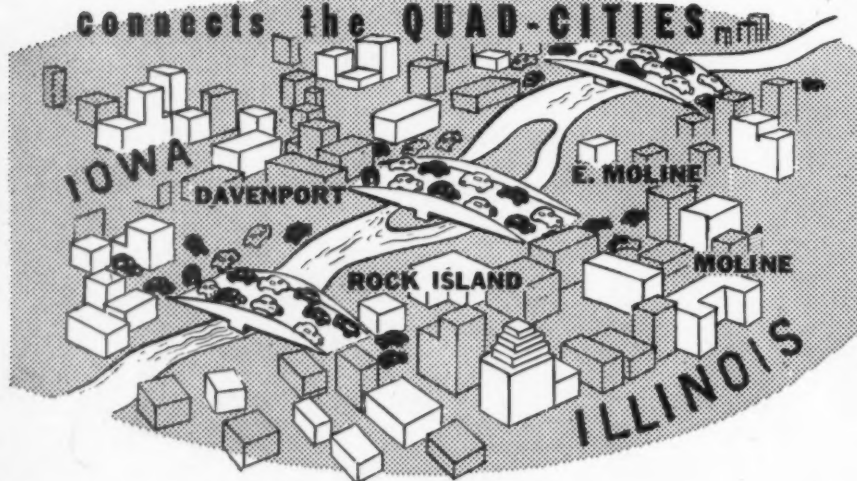
NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

JULY 1, 1949

Quad-Cities'
"POP"-ulation



This
is "POP"
watching bridge traffic that
connects the QUAD-CITIES



Heavy Bridge Traffic Proves Unity of the Quad-Cities

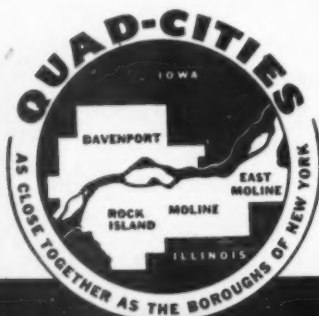
TRAFFIC COUNT, 1948 OVER QUAD-CITY BRIDGES

Arsenal Bridge.....	5,840,000
Memorial Bridge.....	2,423,481
Centennial Bridge.....	2,427,572
TOTAL.....	10,691,053
Average of 29,210 cars per day, 20 per minute.	

More than 29 thousand cars pass across the three Quad-City bridges daily . . . an indication of the unity of the Quad-Cities as ONE MARKET. Quad-City families commute from one of the cities to the other . . . to work, to buy, to find recreation.

Which brings to mind: Your advertising must cover the *entire* Quad-Cities to do an effective selling job . . . and only the Argus - Dispatch newspapers thoroughly cover the Illinois side, where nearly 60% of Quad-Cities' population live.

National Rep., The Allen Klapp Co.
New York Chicago Detroit



ROCK ISLAND ARGUS and MOLINE DISPATCH

... the newspapers covering the Illinois side of the Quad-Cities

SM

EDITORIAL STAFF

PHILIP SALISBURY	Editor
A. R. HAHN	Managing Editor
JOHN H. CALDWELL	Assistant Managing Editor
MARY CAMP	Desk Editor
LESTER B. COLBY	
D. G. BAIRD	
FRANK WAGGONER	
ALICE B. ECKE	
TERRY ARMSTRONG	
HARRY WOODWARD, JR.	
JAMES M. SINGLETON	Associate Editors
GRACE WEINROD	
MADELEINE ROARK	
MARY JANE SEARS	Assistant Editors
JEROME SHOENFELD	Washington Editor
RAY B. PRESCOTT	Research Consultant
PETER B. B. ANDREWS	Consulting Economist
H. M. HOWARD	Readers' Service Bureau
MARY LOU MARTIN	Librarian
WILLIAM C. JORDAN	Advertising Production Manager
ROSE BONGIORNO	Advertising Records

BUSINESS STAFF

RAYMOND BILL	Publisher
PHILIP SALISBURY	General Manager
EDWARD LYMAN BILL	Treasurer
MERRIL V. REED	
C. E. LOVEJOY, JR.	
W. E. DUNSBY	Vice-Presidents
R. E. SMALLWOOD	Vice Pres. & Advertising Service Manager
C. V. KOHL	Subscription Manager
ELMER DALTON	Assistant Subscription Manager
ELLIOTT EAKIN	Promotion Manager

Published by Sales Management, Inc. Publication office, 34 North Crystal Street, East Stroudsburg, Pa.; Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone Lexington 2-1760; Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone State 2-1266. C. E. Lovejoy, Jr., Vice-President; W. J. Carmichael, Western Advertising Manager, and—Santa Barbara, California, 15 East de la Guerra, Warwick S. Carpenter, Manager. Subscription price \$6.00 a year, Canada, \$7.00. Foreign, \$9.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November, when it is published on the first, tenth and twentieth; copyright July 1, 1949 by Sales Management Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$6.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. Address mail to New York office.

July 1, 1949

Volume 63

No. 1



SALES MANAGEMENT



After Dinner Habit . . . Washington, D. C.

THE STAR is as much a part of the after dinner picture in Washington homes as a fragrant cup of coffee . . . and, judging by many facts, as enjoyable a part.

Take circulation: 80% of The Star's circulation is home-delivered. 95.5% of The Star's circulation is within the Retail Trading Zone. **Take advertising:** The Star (Evening and Sunday) ran a record-breaking 33,085,982 lines of advertising in 1948—41% more than its nearest competitor. **Take readership:** a recent CSNR study* showed above-average figures for both men and women in many news and feature categories; national advertising scores ranked among the highest recorded to date.

When you have something to sell in the Nation's Capital, advertise it in the well-read, highly-regarded Star—Washington's dependable newspaper habit.

* No. 126, Continuing Study of Newspaper Reading, conducted by the Advertising Research Foundation, Inc., in cooperation with the Bureau of Advertising of the American Newspaper Publishers Association.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by Dan A. Carroll, 110 E. 42nd St., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group, American Newspaper Advertising Network, Inc.

THE EVENING STAR BROADCASTING COMPANY OWNS AND OPERATES STATIONS WMAL, WMAL-FM, AND WMAL-TV

JULY 1, 1949

5



... in Cincinnati



From AC to X-70

... Automotive Display advertisers drive home their sales messages in Cincinnati via the Times-Star. For proof, consider that during the five quarters ending March 31, more Automotive Display lineage was placed in the Times-Star than in any other Cincinnati paper.

One reason for this is the fact that no other daily newspaper is read by as many Cincinnatians as is the Cincinnati Times-Star.

it's the Times-Star

The Human Side

OPPORTUNITY UNLIMITED

A couple of months ago, a young lady named Leila Ackerman, every bit of 16 years old, dropped in on Charles O'Neill, sales manager of WNJR, Newark, with an idea. She introduced herself as sales manager of a newly organized radio production firm called Spotlight on Youth Co., with a capitalization of \$75.00—and an idea. Miss Ackerman's company, she carefully explained to the rather indifferent O'Neill, was a project of Junior Achievement. As O'Neill listened, the young lady's story began to make sense. She wasn't looking for a job or a handout or a second of free time. She wanted permission to sell radio time.

O'Neill sat up with a snap. The Spotlight on Youth Company, he learned, was complete with production department, script writing service, sales and advertising departments. Each was headed by an officer of the company and each had as its counsellor a prominent local businessman to supply guidance wherever necessary.

In outlining her idea to O'Neill, Miss Ackerman said that she wanted to take advantage of the nationwide publicity that Junior Achievement had received and her radio show would take the how-to-choose-a-career format with teen-agers and successful executives making up a panel at which the various career possibilities for youngsters, especially of high school age, would be discussed.

At first the going was rough. Despite a couple of mock sales meetings which O'Neill arranged, one afternoon two dejected young salesmen came back to him for advice.

"What do you do," they asked, "when you talk to a prospect for a half hour, outlining the entire program, finish your carefully prepared sales story, and then the prospect just looks bland and says 'no'?"

"What you forgot to sell," said O'Neill, "was yourself. And I can't tell you how to do that." But with that he promptly began to tell them.

Next day the two kids showed up beaming—with a signed contract. A couple of banks were added to the growing list of sponsors. The boys and girls got around the problem of having two sponsors for one career by suggesting that one bank sponsor a program on medicine. It did.

In two weeks, enough of the series was sold to start the broadcasts. Not that it was easy. Carefully avoiding the obvious sales approach that would have as its appeal the helping of a new company get started, the youngsters stuck to the theme that they had a good product to sell—at a competitive price. And they never deviated from it for a second.

An advertising and promotion campaign got under way the week before the first program. Courtesy announcements were scheduled on WNJR, newspaper ads were prepared and run, publicity releases went out. Bambergers department store in Newark, one of the sponsors, con-

tributed a window display and O'Neill sent a letter outlining the program and its objectives to all school principals in the area. The boys and girls themselves, all high school students, whooped up the show in their individual schools and school papers.



BIG BUSINESS and young people are making news on the Spotlight on Youth show over WNJR, Newark. It's the work of kids like those at the mike, by themselves, for themselves.

Junior Achievement, Inc. was the brainchild of the late Horace A. Moses, Chairman of the Board of the Strathmore Paper Co. He founded the organization in 1926 as an outlet and sales organization for handicraft products made by youngsters. It sailed along for 16 years under the aegis of civic-minded businessmen who were more concerned with keeping youngsters busy with handicrafts than with the bigger idea of helping them create and operate complete businesses of their own. Reorganized in 1942 as a guiding organization for a number of small youngster-owned business undertakings, it now comprises about 850 companies like Spotlight on Youth, each owned by a group of stockholders, showing small but meaningful profits.

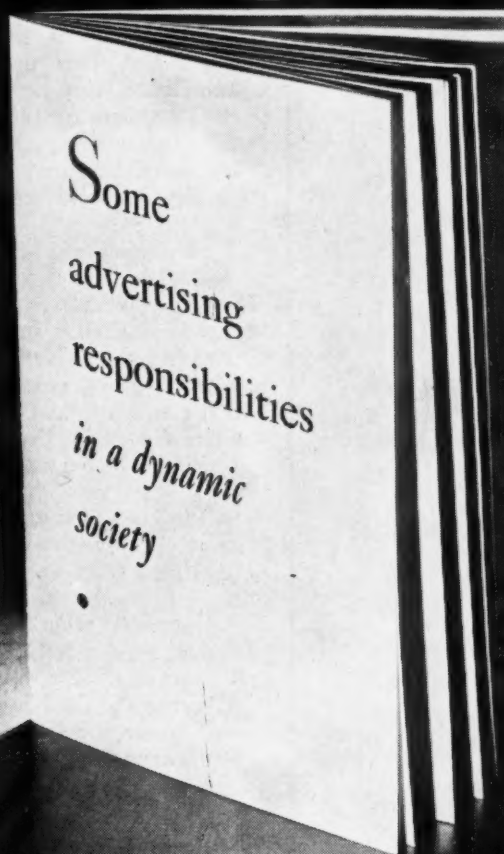
Some of the companies have outgrown their beginnings and are now operating as adult companies with such grown-up problems as capital gains and income taxes.

It will probably be some time before Spotlight on Youth Co. offers much competition to New York and Hollywood production companies—but it is certainly on the right track. All bills have been paid, radio time has been paid off at regular rates, expense vouchers (one of the young salesmen actually took a prospect out to lunch—and sold him) have been checked and paid, the books have been audited and the last figure on them is written in black ink.

WOMEN ARE GETTING SMARTER . . .

. . . they need to, poor dears. After all, they only own 70% of the U. S.'s wealth—no less an authority than the Institute of Life Insurance says so. The stronger sex may sign over everything to the little woman for

SALES MANAGEMENT



... a wise and witty booklet, which among other significant points analyzes the role of advertising in keeping this society both dynamic and stable

A booklet businessmen are talking about . . .



Mr. Charles G. Mortimer, Jr., Vice President in Charge of Marketing, General Foods Corporation, writes: "I thoroughly enjoyed reading your Cornell talk and compliment you on a top job. You have said some important things in a saltily simple way which makes them come alive for your reader."



Mr. A. L. Cole, General Business Manager, *The Reader's Digest*, says: "Although not now concerned with advertising, over the years I have read scores of books and have listened to hundreds of speeches on the subject. But James Young's talk at Cornell entitled 'Some Advertising Responsibilities in a Dynamic Society' is the most thoughtful and stimulating I have ever read. No one who has the slightest interest in advertising should miss it."

Mr. Faris R. Russell, Chairman of the Board of the Ward Baking Company, says: "To say that I found it most interesting is to put it mildly. I was particularly impressed by your statement of the five basic uses of advertising, and by that part of your address which dealt with the need for maintaining an Incentive Society."



QUOTED ABOVE are three of the many letters from business leaders, commenting on a recent talk at Cornell University by James Webb Young, Senior Consultant of J. Walter Thompson Company. They make plain the full stature of Mr. Young's analysis of the inescapable new areas of responsibility which business has assumed in sustaining our "Incentive Society." This is a booklet not of cold facts, but of insight and of foresight. May we send you a copy? Just ask for Jim Young's pamphlet. Write to J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y. Twenty-two other offices in strategic cities around the world.



NATIONAL HONOR TO NEWARK NEWS

Dairymen in Tribute to Food Articles

● CHICAGO (AP)—The Newark Evening News received the American Dairy Association's distinguished service award for "distinguished service in the food field" during the last year.

The award was made at a meeting of delegates representing farm and industry dairymen from 40 states.

The association's award to The Newark News was based on food articles appearing in the home pages of The Newark News which stressed the efficient use of dairy products in the preparation of better meals.

In arranging for awards for achievement in the food field the American Dairy Association judged the material in newspapers all over the nation for original contributions on the subject of better nutrition and better living.

Judging for the awards were H. Ford Perine, merchandising director of Life Magazine; Daniel Rennick, editorial director of Food Topics, and Sidney R. Bernstein, editorial director of Advertising Age.



purely altruistic reasons. But eventually practically everything which man earns, woman gets.

Second only to woman's ignorance about matters financial is her desire to temper that ignorance with a little knowledge. But up until recently, when the San Francisco manager of Merrill Lynch, Pierce, Fenner & Beane, the country's biggest brokerage house, got a bee in his bonnet and started a chain reaction of bringing in the "honeys," no one seemed to worry about woman's plight.

Mr. Smith was so impressed with his women customers' indomitable ignorance and their equally indomitable frenzy to know what was happening to their money and why, that he started a small class for 50 women in the hopes that they would benefit from frank talk about investments, what they are, how to handle them and the relationship between investments and a standard of living. The eager women of San Francisco literally besieged him. Mr. Smith conducted eight lectures for a total of 550 women.

The class took up such topics as these: What are investments? How to evaluate an investment . . . The functions of a stock exchange and a brokerage firm.

Naturally other branch managers for Merrill Lynch, Pierce, Fenner & Beane got on the ball and began classes of their own. Of the 98 offices which the firm operates in all sections of the Nation, 35 or 40 are now running classes on Finance and Investment, exclusively for women. Most of the others plan to follow suit in the Fall.

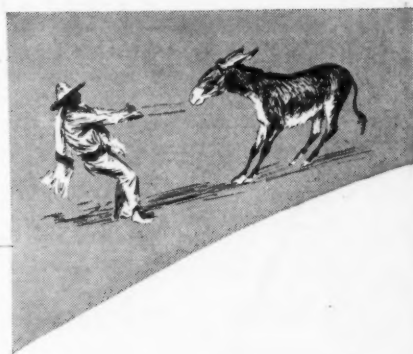


INTRODUCTIONS were in order: These women who control the Nation's wealth had never been presented to finance.

The company says that the vast majority of the women attending the lectures are housewives. In Washington only 20 of better than 600 enrollees were unemployed widows. A few others were career women. But most were women who either have some investments or realize that one day, if their husbands should meet an untimely end, they may be forced into the investor group.

Merrill Lynch, Pierce, Fenner & Beane deplore man's traditional stand of sparing his helpmate the gory details of business or investment. It's a short-sighted policy, say they. One day the helpmate is going to be left with insurance money and not even a proper knowledge of how to run a checking account. The women, too, seem to deplore this abrupt shut-off from money knowledge, as is evidenced by the tremendous numbers of them who are asking for a second course from the firm's local office.

FOIL
PUTS MOTION INTO YOUR PACKAGE



FOIL CARTONS

speed up your sales!



Put your product into a foil carton and see it move out front to make more sales . . . faster. Foil adds motion to your package. Its changing reflections, highlights and shadows attract more eyes and attention. Prove it to yourself —walk past a foil package and see how the changing light on its glittering surface creates an illusion of movement. Moving displays move products faster . . . watch your sales speed up with foil cartons. Send us your present package for suggestions.

BOARD MILLS:

Lockport, New York
Thomson, New York
Urbana, Ohio

CARTON PLANTS:

Victory Mills, New York
Syracuse, New York
Brooklyn, New York
Cohoes, New York
Springfield, Ohio



UNITED BOARD AND CARTON
Corporation

P. O. Box 1318 • Syracuse, New York

JULY 1, 1949

You want your coke red hot



but your Coke ice cold*



Spelled with a lower-case "c", *coke* means a certain type of fuel—and nothing else.

Spelled with an upper-case "C", Coke means Coca-Cola—and nothing else.

It is perfectly understandable that people not directly concerned often forget this distinction. But what may seem to you a trivial matter is a vital one to us. For the law requires us to be diligent in the protection of our trade-marks. Hence these frequent reminders.

Your cooperation is respectfully requested, whenever you use *either* Coca-Cola *or* Coke in print.

***Coke = Coca-Cola**

Both are registered trade-marks that distinguish the same thing—the product of The Coca-Cola Company.

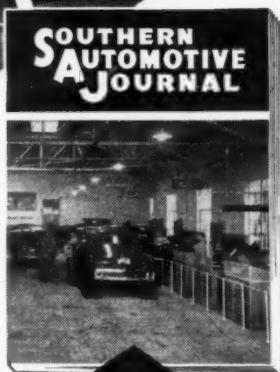
THE COCA-COLA COMPANY

COPYRIGHT 1949, THE COCA-COLA COMPANY

How to get MORE automotive business out of the nation's fastest-growing market



Small town dealers of the South and Southwest serve 69.9% of the market's total registration. Operations are not limited to sales and service of only one make car. Often they sell two or more, invariably servicing all. Thousands sell and service trucks and powered farm equipment. They're big business!



Knowledge of WHERE South's and Southwest's 12 million cars are located shows how your advertising can be made more productive.

Latest complete registration figures show the South and Southwest with more than 12 million motor vehicles. Of this total, 69.9% are located in or around the market's small towns and cities of 25,000 and under population.

Therefore, to really tap the bulk of the tremendous Southern business, it is vital that your advertising reach the worthwhile automotive outlets in the market's small towns as well as large. This can be done with one publication in the field—*Southern Automotive Journal*—26,156 net paid monthly.

SAJ takes your message to 5,500 cities and towns throughout 19 states—enables you to reach practically every jobber, distributor, the leading dealers, garages, fleets and large service stations in the South and Southwest. This is the readership you need for rapid sales expansion down South. Use *SAJ* consistently.

SOUTHERN AUTOMOTIVE JOURNAL

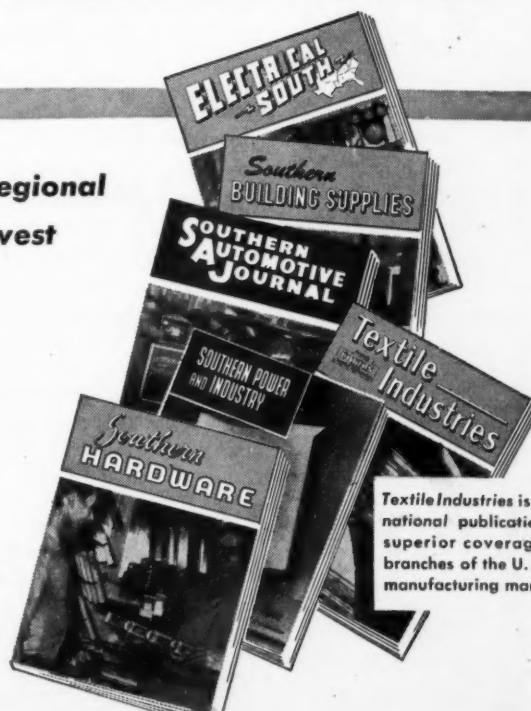
806 Peachtree Street, N.E., Atlanta 5, Georgia

Advertisers have found that intensive regional promotion pays big in South and Southwest

Success stories are being written daily by manufacturers who have swung boldly into the stream of Southern business and industrial expansion. Through advertising, the Smith Publications have been of assistance to hundreds of them. Let us tell you more of the inviting sales possibilities awaiting your product here—and how the publications pictured can serve you profitably. Write today.

W. R. C. SMITH PUBLICATIONS

806 Peachtree St., N. E., Atlanta 5, Ga.



Textile Industries is the Smith national publication. Gives superior coverage in all branches of the U. S. textile manufacturing market.

8 Booth Michigan
Newspapers reach



Advertising
Agency for
Farmers &
Manufacturers
Beet Sugar
Association:
Zimmer-Keller, Inc.

The Farmers & Manufacturers Beet Sugar Association actively promotes its own brands of Michigan-made pure sugar in the Michigan market. Knowing Michigan well, they know that to do a thorough job, they must use all eight Booth Michigan Newspapers. They, and countless other newspaper advertisers, know the results achieved by going Booth all the way!

What's *your* product? Are you satisfied with your sales in Michigan? Why not try Booth

Michigan Newspapers? That way, you can place 386,630 messages daily before the citizens of this important market . . . and those messages *get results!*

For specific data on Booth Michigan Markets,
call or write:

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

Dan A. Carroll, 110 E. 42nd Street,
New York City 17

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

NEWS REEL

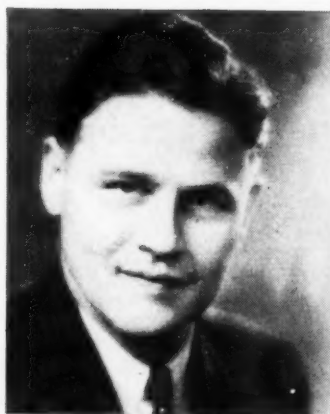


HOMER A. SIMPSON

Elected vice-president in charge of sales of the Daystrom Corp., manufacturer of chromed tubular steel furniture, and a subsidiary of ATF, Inc.

J. L. TUNSTEAD

Former general manager of Hearst Saturday Home Publications, named sales manager of Koppers Metal Products Division of the Koppers Co., Inc.

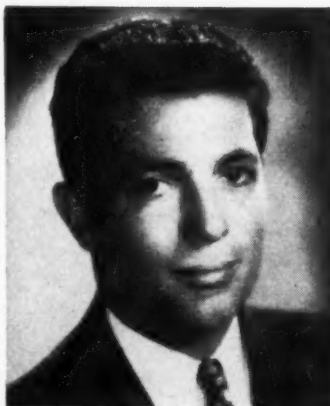


RUSSELL T. WOODWARD

Appointed manager of marketing for Telechron, Inc., he will be responsible for all Telechron sales, advertising and promotional activities of the firm.

JAMES H. HAYES

Promoted to sales manager of Hiram Walker Distributors, Inc., subsidiary of Hiram Walker, Inc. He joined the organization in 1941 as a salesman.



DAVID M. LEVITT

Elected president of the Doughnut Corporation of America, which has both domestic and foreign subsidiaries. He has been with the firm 11 years.

REN R. PERRY

Appointed general sales manager of Harris-Seybold Co., to assume full responsibility of the firm's field sales staff. He joined the company in 1926.



W. A. MATHESON

Named general manager of sales, Lustron Corp., was formerly executive vice-president, Eureka Williams Corp., president, Williams Oil-O-Matic Co.

GEORGE C. KIRK

Formerly with International Business Machines Corp., Time Recorder Division, he is appointed sales manager of the Ralph C. Coxhead Corp., Newark, N. J.



GEARED!

GEARED!

GEARED!

...They Move in Different Directions!

Slow down a couple of whirling meshed gears . . . and you'll see they turn in different directions!

That's the secret of gears—and of the extraordinary effectiveness of the New Orleans Times-Picayune and States—they *move in different directions* . . . to deliver you the market, complete and entire!

There's no waste here . . . On all counts, you're geared in the important ways.

1. Geared—in Circulation! You saturate the market with them! They . . . either one or the other . . . go into just about every New Orleans home. Actually they give you more metropolitan circulation than there are homes. Yet carrier records show only 15.2% duplication. And . . . add to this 80-thousand trade area homes. There's circulation ideally geared!

2. Geared—Editorially! Each staffed and edited independently of the other has its own broad responsive reader acceptance. Two influences work for you . . . morning and evening.

3. Geared—Cost! You get both at one low cost geared to your budget!

Ask Jann & Kelley, Inc., for the complete geared-for-success story and . . . shift into high in New Orleans!

New Orleans

TIMES-PICAYUNE and STATES

GEARED TO SELL THE NEW ORLEANS MARKET

Moving in different directions!



The best hardware customers in The Country

Increasing mechanization of farming calls for more and more tools and other equipment. That is why nearly two thirds of all Country Gentleman farm readers have a separate work shop like this one of the Browns of New York State.



Farmers do more than half their work with hand tools, keep a good stock like that of the Sawyers, Country Gentleman readers of Missouri. In any given year, 9 out of 10 Country Gentleman farmers buy hand tools.



Farm kitchens are also well equipped with hardware store merchandise. On the average, 50 basic utensils are needed in the kitchens of Country Gentleman housewives such as Mrs. Taylor of Kansas.



Hardware dealers know that their best rural customers, like the Pauls of Iowa, prefer Country Gentleman. Dealers vote it the "most effective" in selling power by more than 2 to 1 over the next farm magazine.



MORE than half the nation's hardware stores are in small towns—because that's where the business is. And the business is there because farmers are the best hardware customers in the country...

... Farmers are their own carpenters, plumbers, electricians, mechanics—they do the jobs of a dozen different city workers. They use their own tools to build and maintain their homes and

farm buildings—and to operate and repair their equipment.

The cream of these country customers read Country Gentleman. Its 2,300,000 circulation is concentrated among the "top-half" farmers who get 90% of all U. S. farm income.

That is why Country Gentleman is first among farm magazines—and 12th among all magazines—in advertising revenue.

In over half of all U. S. counties, Country Gentleman circulation exceeds that of the biggest general weekly and biggest monthly magazine.

The best people in The Country

turn to Country Gentleman
for Better Farming, Better Living



HOW MUCH DOES YOUR ADVERTISING *Really* COST?

Not cost per unit...but cost PER DEALER!

The Plain Dealer is the *only* Cleveland newspaper supporting all your local dealers in Greater Cleveland and 26 adjacent counties—including 141* busy cities and towns.

This intensive and extensive coverage of a \$1,700,000,000 market—Ohio's *two* richest retail markets—gives you double action coverage at one exclusive low cost.

*Akron, Canton, Youngstown not included.



CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



and **Scotchlite**^{*} *Sells 24 hours a day!*
REFLECTIVE SHEETING

Every hour of every day—and every night—thousands and thousands of motorists are in a perfect position to be sold your product.

These people just can't help being exposed to the more than 90,000 highway displays now being maintained from coast to coast by National Advertising Company—by far the biggest and best organization of its kind in the nation. Best of all, National Advertising can now offer the day and night impact of "Scotchlite"

Reflective Sheeting on any highway display program. "Scotchlite", as many of America's smartest advertisers have learned, is the identifying brand name for the unique reflective sheeting that puts glowing life into your selling message at low cost.

For all details of any type highway display program—for any product—anywhere in America, write or telephone National Advertising Company, Waukesha, Wisconsin (Successor to Lee Larson & Company).



*Reg. Trademark of Minnesota Mining & Mfg. Co. St. Paul, Minn.



National Advertising Co.

WAUKESHA, WISCONSIN

NAMES THAT GO NATIONAL—Alemite • American Broadcasting Company • Auto-Lite • Buick • Burd Piston Rings • Chevrolet • Chrysler • Cooper Tire • Dayton Tires • Devco & Reynolds Paint • Dodge-Plymouth • Du Pont • Evinrude Motors • Fisk Tires • Ford • Fox Head Brewery • Glidden Paints • Hudson • International Shoe Company • Kaiser-Frazer • Lincoln-Mercury • Miller Brewing • Mohawk Tires • Nash • Oldsmobile • Pennzoil • Pepsi-Cola • Philco • Pontiac • Pyrofax • Quality Bakers of America • Seiberling Tires • Society Brand Clothes • Studebaker • U. S. Tires • Willys-Overland, and other sectional and local advertisers.

DID YOU SAY LOOSE-LEAF?

If Your Binder Problems Involve:

CATALOGS—THE HEINN COMPANY can equip yours to do a real selling job by making it distinctive, easy to pick, easy to use, with either ring or post mechanisms, designed to your sheet or bulletin specifications.

SALES MANUALS—THE HEINN COMPANY can help keep yours alive with a loose-leaf binder which preserves sheets in their original freshness, keeps them from tearing out or becoming dog-eared, yet makes it easy for obsolete material to be replaced.

PRICE BOOKS—THE HEINN COMPANY can provide the binder in any size ranging from 3" by 5" on up, which will enable your salesmen to spot correct price information in a minimum of time, eliminating confusion from a most important part of their sales presentations.

PROPOSAL COVERS—THE HEINN COMPANY can dress yours in gold on the finest leather, gold, silver, or vivid colors on smart imitation to give your proposal the tone of highest quality, the personality, stability, and force inherent in your trademark, the aura of better business.

SALESMEN'S EQUIPMENT—THE HEINN COMPANY makes SALESMEN'S BINDERS with capacities ranging from 1¼" to 10", bound in the finest calfskin or top grain cowhide, sturdily constructed for rugged field use, and as easy to operate as a pocket note-book; SALES-PACS and ZIPPER CASES your salesmen will be proud to carry, built with zippers that won't tear loose, handles that won't pull off, capacity that won't crowd material, and top grain leather that won't show hard use; PHOTO PAC KITS and E-Z FOLD EASEL BINDERS with ACETATE ENVELOPES for visual presentations; and CELLULOID INDEXES in striking colors or plain for any loose-leaf binder in which material must be classified.

HEINN
MILWAUKEE



Originators of the Loose-Leaf System of Cataloging

For Further Information on Heinn products write on your company letterhead to THE HEINN COMPANY, 326 W. Florida St., Milwaukee 4, Wis., and ask for the new HEINN MANUAL OF LOOSE-LEAF BINDERS, a valuable and interesting pictorial guide you will want to keep for reference.



BY T. HARRY THOMPSON

The date reminds me: Fourth of July celebrations are safe and sane now, and everybody's for that, of course; but those of this generation will never know the thrills of boyhood back there.

Frinstance, a whole pack of Chinese firecrackers crackling and sputtering like crazy . . . the "giant cannon-cracker" going off like the crack of doom, hoisting the tomato-can high in the air . . . that ingenious piece called a "snake-in-the-grass," coiling out of a tiny silver cone when you applied a match. Remember?

Allan Hovey liked *Harper's* book-reviewer Barzun saying that, while J. P. Morgan was not a great man, neither was he run-of-the-millionaire.

Marshall Pickett wants us to tell Tessie O'Paque that the room where a ham hangs out is not a smoking-room, but a dressing-room. And, he adds, there's no curing that kind of ham.

Our old friend *Kasco Informant* says an open mind leaves a chance for someone to drop a worth-while thought into it.

One day, my "Wishing Well" in a local gazette said: "You have what it takes." Who, *me*? Wish I could prove it!

Henry Obermeyer thinks I might interest Liquid Petroleum in my coined name, *Maraphon*, seeing that the name was for use with the initials L-P. Just gagging, of course.

"Too Much Scotch & Sofa."—Headline on divorce-story in a local paper.

Phil Harris made a new platter of an old song: "Some Little Bug Is Going to Find You Some Day." I still get a bang out of one of the verses, part of which goes: "When you eat banana-fritters, every undertaker titters, and the casket-makers nearly go insane."

Among my all-time-favorite quotes is this by Elbert Hubbard: "Every man is a damned fool for at least five minutes every day. Wisdom consists in not exceeding the limit."

HEADLINE PARADE

Discard Discord.—*Plug for Atlantic City.*

Nightie lak a rose!—*Kayser.*

This bedtime-story's not for kids.—*Pequot Sheets.*

Outshines them all!—*Simoniz.*

Admiral Selectric Ranges. —*Ingenious name for new type of stove.*

Do you wake up stiff?—*Heet Liniment ad in "Country Gent."*

They'll make bigger hogs of themselves on concrete.—*Portland Cement Association.*

Go on a "which" hunt.—*National Stationers Association.*

Speaking of headlines, Quaker State Motor-Oil did well in the interest of highway-safety with: "Bad manners can kill." When you think about it, that's what it is . . . bad manners . . . ignoring the rights of others . . . doing things behind the wheel that would get you a punch in the nose as a pedestrian.

Leonard Raymond, president of Dickie-Raymond, direct-mail specialists, sends me a folder with this title: "All the time . . . people ask us this one question." The question, used as a headline on the first ad of a new series: "Just what the devil *does* Dickie-Raymond do?"

"When a government lasts a long while, it deteriorates by insensible degrees."—*C. L. de Montesquieu.*

If a doctor loses patients to a rival practitioner, would he be justified in suing for "alienation of afflictions?" asks John Cullinan, Chicago agency-man.

Harry Keller says a man's horse-sense leaves him when he starts feeling his oats.

Out our way, a drive to have people get free chest-examinations used a pertinent slogan: "TB or not TB; that is the question."

IT TAKES A LOT O' *Buyin'* TO KEEP GOOD HOMES *A-Goin'!*



Tell Your Sales Story In The HOMES Of Chicago's Most IMPORTANT MILLION

They want to know – because they have to buy! You can't top that kind of audience for your advertising.

And who are THEY? They are the Chicago Daily News reader friends whose ambition to create and enjoy good homes makes them Chicago's most IMPORTANT million.

No advertiser, seeking maximum results in Chicago, can do without the good will of these Daily News families nor disregard their great purchasing power – their endless purchasing power.

Just by themselves alone the Daily News families are one of America's major markets. Magazine publishers, for example, confirm this truth by placing more advertising in the Daily News than in any other Chicago daily newspaper.

It takes a lot o' buyin' to keep good homes a-goin' – the character of homes that place high value on the character of the Daily News as their favorite home newspaper. And tonight these folks will be reading, leisurely and thoughtfully, in their pleasant home surroundings. . . . Will THEY be reading about YOU?

CHICAGO DAILY NEWS

For 73 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

Offices in

NEW YORK

• DETROIT

• LOS ANGELES

• MIAMI



**Most effective way
to distribute your
consumer catalog*
to people who are
planning to build
their own homes**

*YOUR SALESMAN IN PRINT

Home Owners'
CATALOGS

A Catalog Distribution Service of **F.W. DODGE CORPORATION**

Writes Gene Zeitlin, of Denver's Grauman Co., manufacturers of soda-fountains, bar-fixtures, etc.: "Even the 'wild' West reads, enjoys, and learns from your magazine. Keep it up!" He contributes a definition: "HARUM-SCARUM: American woman's fear of polygamy."

The same correspondent sends a parlor-version of a story known to some of us in the ad-biz. A gorgeous blonde is telling her girl-friend about the previous night. "My new boy-friend took me to his apartment, opened a closet, and showed me a beautiful mink coat. He gave it to me." The girl-friend asks: "And what did you have to do?" That was easy: "Just lengthen the sleeves."

Mr. Truman reached age 65, but wasn't eligible for Social Security. Still want to be President?

The Mrs. gets a kick out of various towns, each of which advertises itself as "Florizona's fastest-growing city." I liked the new development which advertised that I would be beyond the likelihood of bombing if I bought and built there.

I like the story of the vaudevillian who induced a hard-boiled booking-agent to case his proposed act in an empty theater. Our man stood on stage, flapped his arms, took off over the orchestra-pit, circled the balcony like a barn-swallow, did a loop or two, then made a perfect, two-point landing back on the stage. Eyes agleam, he asked: "Like the act?" The booking-agent, completely deadpan, said: "What *else* do you do besides imitate birds?"

And now, in juicy July, members of Philadelphia's Poor Richard Club are lunching in the clear, cool, north-woods atmosphere provided by two slick, new General Electric air-conditioning units.

A cynical contemporary says puppy-love is just a prelude to a dog's life.

Once more, *Time* and *Newsweek* were out with identical covers . . . Milton Berle in one of his zany skits.

Obviously, it takes an air-lift to make a blockade-lift.

The Philadelphia *Bulletin's* cartoonist Alexander got a neat title out of a couple of Jersey politicians getting the old heave-ho: "The Hague and I."

How are your sales in..

NORTHERN OHIO

Increase your sales in this six billion dollar market.
Hitch your sales curve to WGAR . . . and watch it soar!

and here's why:

*WGAR is consistently the leader in regular audience reports . . . WGAR ratings exceed national averages . . . WGAR is the only Cleveland radio station to have gained listeners over last year . . . WGAR has nine of the top fifteen daytime programs . . . WGAR has eight of the top fifteen evening programs . . . more than all other Cleveland stations combined!

Add to this the fact that WGAR has the strongest, most listenable signal of any Cleveland Station, in Cleveland, in Akron, and in Canton! Here you have an open door to an assured audience in a rich market area. To sell them . . . simply tell them your sales story through Cleveland's Friendly Station.

*Cleveland Winter-Spring
Hooper Report
Dec. '48—April '49



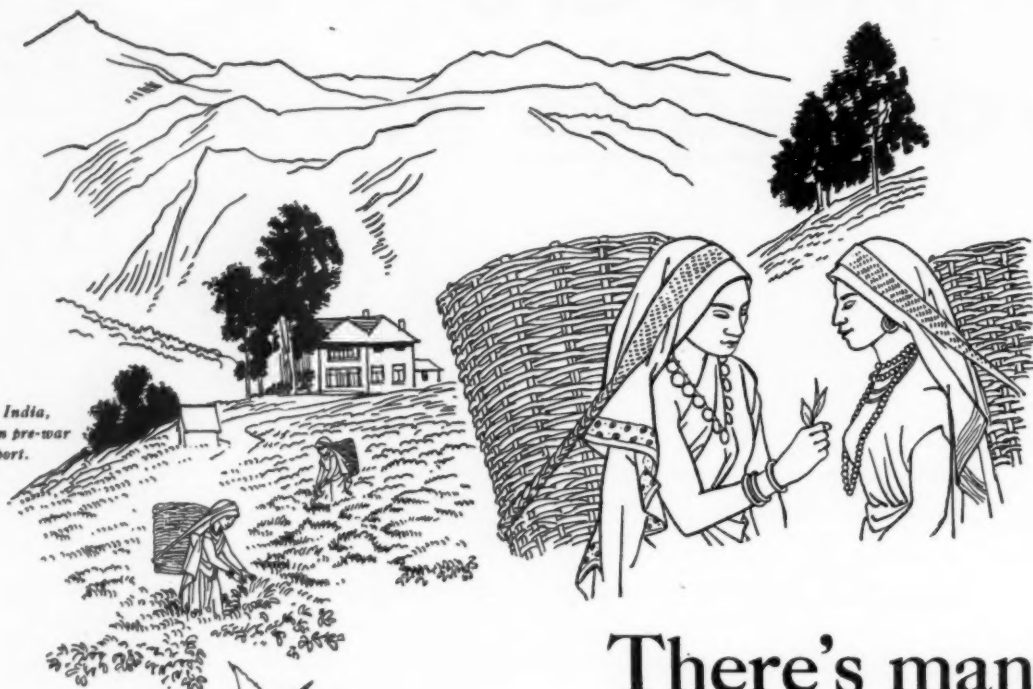
WGAR

50,000 WATTS *Cleveland*

Represented Nationally by Edward Petry & Co.

DARJEELING

... grows finest tea in India,
which ranked second in pre-war
production, first in export.



There's many

Since the Emperor Shen-nung first commended the use of leaves of the evergreen *Thea sinensis*, in 2737 BC...the tea plant proved very versatile.

Tea favors the fever zones, high rainfall, and acid soil reclaimed from the jungle...but is found as far North as the Caucasus, as far South as Natal...spreads in size from the squat shrub of the small-leaved Bohea to the Assamica trees with leaves a foot long...infuses the pale, flower scented ambrosia so praised by the lyric poets of China, and the dark red, rank bitter brew that the Mongols ease down with butter...sells at a few pennies per pound or a royal ransom.

China, India, Japan, Africa, Formosa, Java, Sumatra send to market more than 1,500 types which the tea taster sahibs of London identify... In our Western hemisphere, however, the choice of connoisseur's, the last word, is Darjeeling...grown on twenty miles square of Himalayan slope where the cool, dry winter turns the tea bushes dormant and halves the yield of other districts.

Darjeeling's porous red soil, altitude, short season, the misty mornings that hold back the hot sun, liberal shade, and slow gentle rains...give the young leaves an incomparable character that commands premium prices.

IT'S TOO BAD there aren't farmer tasters, or some other official classifiers! Then advertisers would get more value, and SUCCESSFUL FARMING more advertising...





CHINA

... largest in tea production and consumption, fifth in export.

a slip...

Farmers top tea in types. No designation is more democratic... Produce artichokes, bird seed, carnations, chewing tobacco, ginseng root, marsh hay, minks, okra, pawpaws, pheasants, rabbit hair, sassafras bark, red setters, turpentine, truffles or Toggenburg goats... or support race horses, relatives, caretakers or tenants... on three acres outside the city limits—and the US Census says you're a farmer!... Easier still, be a farmer without soiling your hands, for a dollar or less a year—just subscribe to a farm magazine!

Finding farmers to sell, however, isn't easy. The farmer is the product of his environment as



CEYLON—third in production...second in export.

much as the tea plant, must start with favorable soil and climate. Add investment, equipment and experience... and eventually you reach farmers who smoke Havana cigars and ride in Cadillacs! Where? Well, US geography gives a broad hint.

LOOK TO THE great central valley where retreating glaciers left the continent's deepest deposit of topsoil and liberal water sources. A temperate climate gives a long growing season.



JAPAN

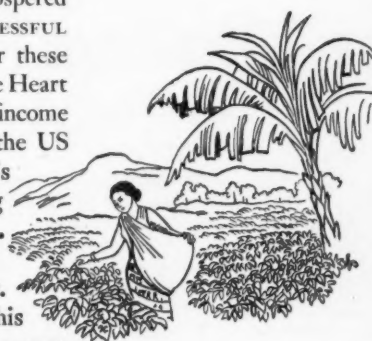
... before the war, fifth in tea production, sixth in export.

Here the fifteen Heart states supply a majority of the country's agricultural output... farmers always grew more and earned more, and farming as a business advanced farther in the last thirty years than in the previous three hundred!

With nine years of top yields, markets, prices and profits, Heart states farmers have prospered as has no other occupational group!... SUCCESSFUL FARMING has always been published for these farmers. The million SF subscribers in the Heart states averaged a round \$10,000 in gross income in 1947 and '48—almost \$4,000 above the US farm average... represent one of the world's best class markets! Today their improving living standards reflect their prosperity... offer billions a year in new markets for manufacturers smart enough to cultivate it.

Why don't your present sales reflect this new farm buying power?... Well, there's many a slip between your national advertising and this market which is barely fringed by general media, served adequately only by SUCCESSFUL FARMING, which has an acceptance and influence earned by forty years of resultful service!

If you aren't advertising now in SUCCESSFUL FARMING, you're missing the most of the best farm buying power! If you think the statement is just another publication claim, ask any SF office to prove it!... SUCCESSFUL FARMING, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



SUMATRA

... with Java, made Netherlands East Indies fourth in production, third in export.

SUCCESSFUL FARMING

Let's Look at the Facts!



**POULTRY and EGGS ACCOUNT for
OVER 10% of 1948 CASH INCOME**

\$30,800,000,000.00

(TOTAL 1948 FARM CASH INCOME)

\$3,061,000,000.00

(1948 CASH INCOME — POULTRY
AND EGGS)

**POULTRY HATCHES 1 OUT
OF EVERY 10 FARM DOLLARS**

say's Professor Pee Jay (PHD)*



QUESTION: "How Big is the Poultry Market?"

ANSWER: As Professor Pee Jay points out, poultry and eggs accounted for better than \$3,061,000,000.00 out of a total 1948 farm cash income of \$30,800,000,000.00. In other words, one out of every ten 1948 farm dollars is a poultry dollar! Poultry, as a three billion dollar industry, ranks among the "big four" producers of farm prosperity, according to the following U. S. Dept. of Agriculture tabulation:

CATTLE & CALVES.....	\$5,131,000,000.00
DAIRY.....	\$4,508,000,000.00
HOGS.....	\$4,110,000,000.00
POULTRY.....	\$3,061,000,000.00
WHEAT.....	\$2,574,250,000.00
COTTON & COTTONSEED...	\$2,528,000,000.00



QUESTION: "Where Is America's 'Egg Basket'?"

ANSWER: The astute Professor Pee Jay doesn't need radar to locate the world's largest egg basket. He whips out his slide rule to prove that 84.1% of the three billion dollar poultry income is made in 31 states blanketing the U. S. from Maine to the Montana border, from the Canadian line to the Gulf of Mexico West of the Mississippi River and from the Great Lakes to the Mason-Dixon line in the Eastern half of this profitable area. Here are produced 85.8% of all eggs and 84.1% of all chickens in the U. S.



QUESTION: "How Does Pee Jay Serve This Huge Market?"

ANSWER: Professor Pee Jay earned his cap and gown and his PHD* through 75 years of service, constant study and daily contact with the ever-expanding poultry industry. In 1949 Pee Jay brings authoritative and highly specialized information designed especially for and in the interest of 500,000 high-income farmers and chicken raisers each month. 92.8% of this American Poultry Journal circulation is concentrated in the "egg basket" area. That's why advertising in the American Poultry Journal produces sales. That's why 610 advertisers used the pages of American Poultry Journal in 1948 . . . and that's why Pee Jay, celebrating 75 years of progress, has become, "The Voice of the Three Billion Dollar Poultry Industry."

*PHD Means POULTRY HATCHES DOLLARS

**American
POULTRY
JOURNAL**

536 So. Clark St., Chicago 5, Illinois

THE VOICE OF THE 3 BILLION DOLLAR POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

New York—W. A. Barber & Assoc. 55 West 42nd Street Phone Longacre 4-6630
 Detroit—Hil. F. Best 131 W. Lafayette St. Phone Randolph 7298
 Minneapolis—J. P. Moloney Co. 1019 Northwestern Bank Bldg. Phone Atlantic 2229
 Los Angeles—Robt. W. Walker Co. 684 S. Lafayette Pl. Phone Drexel 4388

SALES MANAGEMENT

To make buying easier!

Sun glasses are something that you (a) lost, (b) sat on and cracked, (c) left in the car you turned in, (d) loaned to Mrs. Whoozis last Labor Day, (e) found the new puppy cutting his teeth on, and (f) always forget to buy until you blink and go half-blind on a bright day outdoors...

If yours have prescription lenses, or fancy jewel-set frames, maybe your case is different.

Most drug stores stock sun glasses in the drawer with the corn salves, or under glass, or out in the open on the display cards. Most cards have the sun glasses firmly affixed to foil burglars. Just try to pry loose a pair to look at, and you break the glasses or the display card or your finger nails...and feel so conspicuous you say thehellwithit and ask for a small size aspirin...

That, after all these years, was the sun glass situation in drug stores, until Columbia and its advertising agency A. W. Lewin Co., talked their problem over with Einson-Freeman.

WITH the natural result that last year Columbia came out with a display topping a double rack. Each rack held two dozen simulated seashells, which carried the model name, price, and a pair of sun glasses.

The seashell could be separated from the rack without a jimmy, merely using thumb and forefinger. Upon opening the earpieces, the glasses parted easily from the seashell panel

...could be tried on, easily replaced on the panel and restored to the rack...

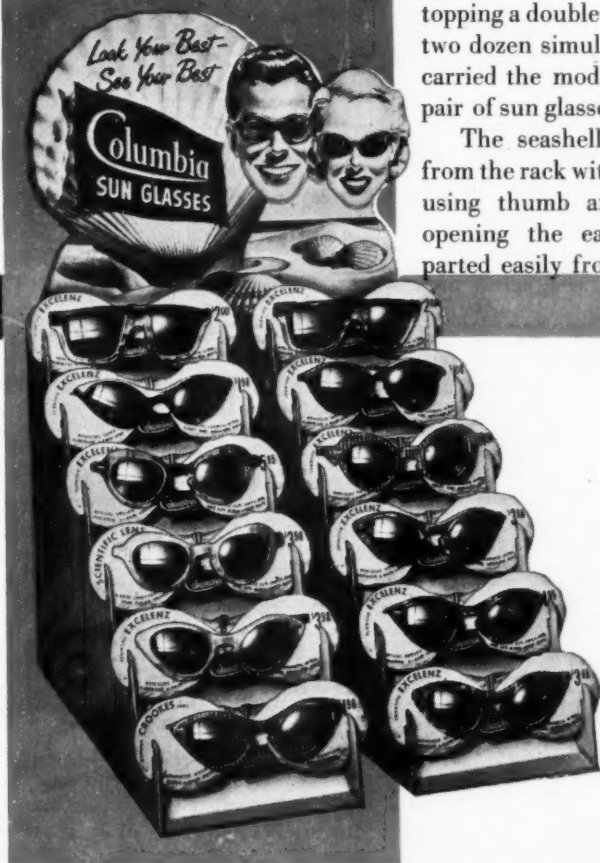
Well, people were so astonished by this sun-glasses-without-any-struggle display that many didn't bother to put them back, but took two! . . . And Columbia sun glasses sold like mad!

Many stores sold out and had to reorder...63 pairs of sun glasses in the assortment, with surplus stocked in back of the racks, three price groups ranging from 50c bottom to \$5.95 top.

Some druggists set up a *smorgasbord* of bathing caps, slippers, beach toys, sun tan oils and lotions around the Columbia display...and rang up a real piece of change!

COLUMBIA even got a testimonial from a druggist in Hohokus (yes, we didn't think there was either!) who said that his sun glasses sales were hopping!...It's no trick to move stuff through Macy's or Whelan's, but when sales hop in Hohokus—brother!

When this story gets around, there will likely be an epidemic of seashell displays...The point, however, is not seashells—but Einson-Freeman! We make the displays that make buying easier, carry impact to the impulse, say "Yoo-hoo" to store traffic, turn lookers into customers! If you want a display that really gets looked over instead of overlooked...doesn't just sit there—but sells...phone...IRonsides 6-8900, New York City. You think a letter is better?—Go ahead!



Einson-Freeman Co.

Sell-intent Lithographers

STARR & BORDEN AVES., LONG ISLAND CITY, N. Y.



**It all adds up
to an \$18 Billion
Market!**

**... AND YOU NEED PB TO
SELL THE WHOLE MARKET**

The building market is everywhere—in big cities, small towns and rural areas. You can't cover it with halfway measures. To sell the whole market, it takes PRACTICAL BUILDER, because PB reaches more contractor-builders (big, little and medium-size operators)—because PB's "how-to-do-it" editorial formula builds the kind of readership that *sells* building products for manufacturers. Investigate before you invest!

FREE—Write today for your copy of new PB Data Sheet with chart showing metropolitan vs. non-metropolitan building.



The
"How-to-Do-It"
Magazine read
by 80,000
Practical Building
Men

PRACTICAL BUILDER

5 SOUTH WABASH AVE. • CHICAGO 3, ILL.

WASHINGTON BULLETIN BOARD

SUPREME COURT

► The Washington experts pretty well agree that the Supreme Court's decision against California Standard Oil is the hottest of the anti-trust cases thus far—much hotter for instance than the mere outlawing, last year, of basing points. As interpreted in Congress and elsewhere, the decision amounts to this:

You can't contract with your dealer to use your product exclusively if (a) you represent a big company, (b) your share of the market is "not insignificant or unsubstantial," (c) the percentage of your volume handled by exclusive dealers stays about the same.

The law reads that under the Clayton Act such contracts are illegal when the effect "may be to substantially lessen competition or tend to create a monopoly in any line of commerce." The decision said that the Government doesn't have to prove this last part: It was tacked on to the bill in conference and the conferees said on the floor that it was not intended to weaken enforcement, the Court recalled.

An interesting detail is that Justice Department did not argue the case on the grounds taken by the Court. It feels that it proved, as it now appears unnecessarily, injury to commerce.

Comment in Washington involves these points:

1. Exclusive dealer arrangements are used in the auto and in other large industries. Often the dealer setup is considered one of a company's most valuable assets though it is not valued on the balance sheet.
2. Direct ownership of their sales outlets will subject companies to state chain store taxes. Federal payroll taxes are considered a less important consideration.
3. The contracts are considered a necessary condition, and reverse side, of exclusive franchises. That is, if dealers, now handling an exclusive line, were to take on competitive products, they would be invading someone else's franchise.
4. In the highly competitive markets now developing, companies certainly will try to sell to the dealers of their competitors.

ECONOMIC COUNCIL

► The Administration's official recognition that business has been going

down is expected to appear in the Council's mid-summer report. The Council itself is convinced that the anti-inflation program must be scrapped and negotiation with the White House is now going on.

The Council had been divided up to approximately May. Only Nourse favored a change of line. This partly accounts for the attitude taken by the Administration.

FEDERAL TRADE COMMISSION

► Buyers have started to ask salesmen whether their companies will guarantee inventories. In this connection, Commission staff members note that they are now prosecuting a case in which, allegedly, such a guarantee is not given to all customers but only to the larger ones; that is, against various soap companies. FTC lawyers look for complaints along the same line, given present market conditions.

► FTC intends to work up a sales code that may make the front pages—dealers' charges in the sale and financing of autos. The conference won't open until September 15. Lowell Mason is handling the meetings.

The chief idea is that buyers get a breakdown of charges, separately listing installment and insurance costs.

This point, it may be recalled, was investigated in Congress last year and dealers got some bad publicity. They appear to have agreed to try to work out a code. Though they stand to lose finance company commissions, they would gain good-will.

FEDERAL COMMUNICATIONS COMMISSION

► FCC members are vigorously pushing the idea—in speeches and otherwise—that the coming of color needn't hurt video set sales. There won't be color television until present sets can be easily converted, commissioners continually repeat. This may result in some complaints from Senators who have fought the delay in licensing color.

COMMERCE

► Census Bureau has published "Summary Statistics for Principal Industrial Counties of the United States," comparing new and old Man-

SALES MANAGEMENT

650,000 reprints

of the first installment
of **This I Remember**
by Eleanor Roosevelt



will be available at newsstands
for people who were unable to
get a copy of June McCall's...

P.S.

*The Net Paid Circulation
of June McCall's
was the highest
in our history*

McCall's

JULY 1, 1949



WTAR delivers more listeners per dollar, too!

**in the Big, Able, and Eager-to Buy
Norfolk Metropolitan Market**

Yes, most folks in the Norfolk Metropolitan Market listen most of the time to WTAR. WTAR delivers more listeners per dollar than any other Norfolk station, or any combination of Norfolk stations. Any Hooper report you look at shows this consistent, overwhelming preference for WTAR. And on the basis of listeners-per-dollar... WTAR is an even better buy.

So, for bonus audience and extra sales, let WTAR sell for you in the Norfolk Metropolitan Market.

P. S. You may be missing extra sales if the Norfolk Metropolitan Market isn't included in your radio plans. This amazing market—Norfolk, Portsmouth, and Newport News, Virginia—continues to grow.* Mate the mighty potential of this big market with the buyers' preference for WTAR, and watch your sales soar and profits more so.

*See Sales Management Survey of
Buying Power, 1949, Page 128.



N. B. C. Affiliate 5,000 Watts Day and Night
Nationally Represented by
Edward Petry & Co.

ufacturers Census figures. To get it, write the Bureau for the above title, mentioning "Series MC100-2." In addition, state reports are coming out almost daily, giving figures for leading "local areas."

Such figures have obvious uses: Media need them for adjusting marketing pamphlets; sales managers can get more accurate ideas about territories, etc.

Incidentally, employment as shown in the new census doesn't quite jibe with official estimates, which overstated the number of people at work.

► Civil Aeronautics Board has just published its annual traffic survey, as of March 1948, showing among other things the freight and passenger traffic for every airline stop.

Passenger runs are ranked. For example, New York-Boston leads. These runs gained in rank since 1947:

Hilo-Honolulu, Honolulu-Maui, New York-Buffalo, Cleveland-Detroit, Honolulu-Kauai, New York-Montreal, San Francisco-Seattle, New York-Syracuse, New York-San Francisco.

The following runs went to lower places:

Seattle-Portland, New York-Pittsburgh, New York-Detroit, New York-Los Angeles, Chicago-Miami, Chicago-Minneapolis, New York-Providence, Washington - Norfolk, New York-Cleveland.

AGRICULTURE

► The Department of Agriculture is looking into how family budgets change when income goes up or goes down. It just published its first survey, "Changes in Rural Family Income and Spending in Tennessee—1943-1944," which is offered at 25c by the Superintendent of Documents.

Among findings are these:

1. Families with increased or decreased incomes spend more, save less, than others in their new income group.

2. The amounts spent, other than rent which can't always be adjusted within one year, are divided about the same way by those getting more and those getting less. There's a slight exception: as families get more money they splurge a little on furnishings and don't yet spend as much as their neighbors on cosmetics, etc.

Point one may knock out the validity of a forecasting method used by Commerce, which has published many forecasts of how sales of various products would go in the event of specified changes in National income. These all assumed that families moving into a new income level would spend in the same way as other families on their new level.

NOW

READY FOR YOU!

A standardized analysis as conducted by major newspapers in Milwaukee, Indianapolis, Omaha, Seattle, St. Paul, Philadelphia, Columbus, Birmingham, San Jose, Fresno, Modesto, Illinois Dailies.

The Seattle Times

1949 Consumer Analysis

OF THE GREATER
SEATTLE MARKET
(A. B. C. CITY ZONE)

1 DOES IT

ONE DOES IT!

This one medium, single-handed, sells the Seattle market because it reaches 8 out of 10 Seattle homes.



THE new 1949 edition of this revealing STUDY OF BRAND PREFERENCES in the SEATTLE MARKET is fresh off the presses. Filled with useful, up-to-the-minute facts on *Market, Methods, Foods, Toiletries, Home Equipment, General Buying Habits*. Get your copy now; no obligation. Ask the O'Mara & Ormsbee man—or write to The Seattle Times, Seattle 11, Washington.

THE SEATTLE TIMES

Represented by O'MARA & ORMSBEE
New York • Detroit • Chicago • Los Angeles • San Francisco



PORT **A**NGELES gives us another example of how ABC goes inside, outside and all around the towns. In this Washington paper, pulp and timber center, 67% of the radio families listen regularly to ABC.



SANTA **B**ARBARA is full of Spanish memories and the kind of free-wheeling buyers you can't afford to overlook. And you don't, amigos, when you sell on ABC; 89% of its radio families are ABC fans, according to BMB.



SANTA **C**RUZ is a fine place to spend a seaside weekend or prove that ABC reaches them all, the big markets and the small. For BMB says that in Santa Cruz 77% of the radio families tune regularly to ABC.

On the coast you can't get away from

ABC

FOR COVERAGE... ABC's booming Pacific network delivers 228,000 watts of power—49,250 more than the second-place network. This power spells coverage—ABC primary service area (BMB 50% or better) covers 96.7% of *all* Pacific Coast radio homes. And ABC's Coast Hooper for 1948 was up 9% or better both day and night.

FOR COST... a half hour on ABC's full 21-station Pacific network costs only \$1,228.50. Yet you can buy as few as 5 stations for testing or concentration. And ABC is famous for the kind of audience-building promotion that helps slice the cost-per-listener.

**Whether you're on a coast network
or intend to be—talk to ABC**

ABC PACIFIC NETWORK

NEW YORK: 7 West 66th St. • TRAFALGAR 3-7000—DETROIT: 1700 Stroh Bldg. • CHERRY 8321—CHICAGO: 20 N. Wacker Dr.
DELAWARE 1900—LOS ANGELES: 6363 Sunset Blvd. • HUDSON 2-3141—SAN FRANCISCO: 155 Montgomery St. • EXBROOK 2-6544

SALES MANAGEMENT



DELTA AIR LINES
Announces
**NEW LOW
 COMMODITY RATES**

**on
 NORTHBOUND
 airFREIGHT**



Delta "Flying Freighters" handle bulk loads, and Delta's DC-6's, DC-4's, and DC-3's carry freight and express on frequent fast passenger flights. Connections with 14 other certificated airlines at key terminals. Time-saving with economy in shipments to Latin America as well as to and through the South, and to principal Northern markets.

**TYPICAL
 airFREIGHT Commodity Rates**

Wearing Apparel, Textiles (including dry goods), Candy

Per 100 lbs.

Atlanta to Chicago \$5.00
 Birmingham to Cincinnati 3.50
 Chattanooga to Chicago . 2.45
 Knoxville to Cincinnati . . 1.90
 New Orleans to Chicago . 7.10

Fresh Fruits and Vegetables
 (not cold-packed or frozen)

Atlanta to Chicago \$4.80
 Atlanta to Cincinnati . . . 3.20
 Miami to Atlanta 5.20

**Cut Shipping Costs—
 Gain Air Speed**

Now it's even cheaper to ship merchandise from the South to Northern markets—you save both days and dollars with Delta's new commodity rates.

If you ship from the South, or if you buy from Southern suppliers, write or phone immediately for these new commodity rates from important Southern cities. You will find them lower, in most cases, than first class rail express rates. Delta **airFREIGHT** shipments may actually cost less than rail express at commodity rates because you save so much in packing cost. And you pay for pick-up and delivery only when you use it.

**START
 SAVING
 MONEY**

Phone or Mail Coupon NOW!



General Offices:
 Atlanta, Ga.



Delta Air Lines, Inc.
 General Offices, Atlanta, Ga.

Please send me new Commodity Rate tables for shipments from Southern cities.

 Name _____
 Street _____
 City _____ State _____

DELTA airFREIGHT OFTEN COSTS LESS PER CWT. THAN FIRST CLASS RAIL EXPRESS

SEX APPEAL

The
Detroit News
Has It!



Whether your product story is specifically aimed at a male audience, female audience, or both, The Detroit News commands it in the Detroit market.

Gauge its effectiveness with BOTH sexes by the simple, yet conclusive, fact that

The News consistently carries MORE MEN'S AND WOMEN'S WEAR ADVERTISING THAN BOTH OTHER DETROIT PAPERS!

The News plays no favorites . . . woos and wins BOTH sexes . . . with the best news and sports-writing staffs, the most interesting features, the best-read editorials and America's most talked-of women's pages.

Definitely, all you need is The Detroit News to sell the Detroit market.

444,173—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper

539,675—total Sunday circulation. A.B.C. Figures for 6-months period ending March 31, 1949



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 119 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending July 1, 1949

EMPLOYMENT DATA BADLY DISTORTED

Because news that makes the headlines is almost always bad news, the latest figures on Americans at work are being played up by newspapers in such a way as to indicate that employment is well below the 1948 period. If you are more patient than the average reader and will read through to the end of the newspaper story, you will find that total employment at the end of May was 58,694,000, which is actually *higher* than a year ago!

The Associated Press sent out a dispatch from Washington on June 17 about the May figures and one of the most reputable of the New York morning newspapers ran the story with this headline: "Economists See Idle Increasing To 5,000,000," followed by a subhead: "But say that will be peak; expect stability in 1950; 5.3% of workers jobless."

That's the story as most people saw it. The few who read the dispatch through to the end were shocked to find the statement: "Total employment in May rose more than 2½ times as much as joblessness."

The true story is that manufacturing employment in the month of May dropped by a rather insignificant 320,000, but farm employment was so much greater than last year that a net employment gain was scored.

The Communists and their sympathizers of the extreme left cry out constantly about the way our newspapers distort the truth; they claim that the news always is slanted in favor of the business end of the paper.

If anything were needed to show the downright silliness of such an accusation, we see it in the way the owners of newspapers permit the news and editorial departments to play up the bad news in the current business picture and ignore or bury the good news. Radio newscasters are equally guilty.

Certainly any newspaper publisher would like to keep businessmen in an optimistic frame of mind because most businessmen will advertise more freely when times are good, and they want the consumers to be in a cheerful and hopeful frame of mind so that they will buy the products and services advertised in their papers. The worst possible thing for a publisher is to have his news columns filled with items which scare the daylights out of readers and advertisers, but that is precisely what is happening now.

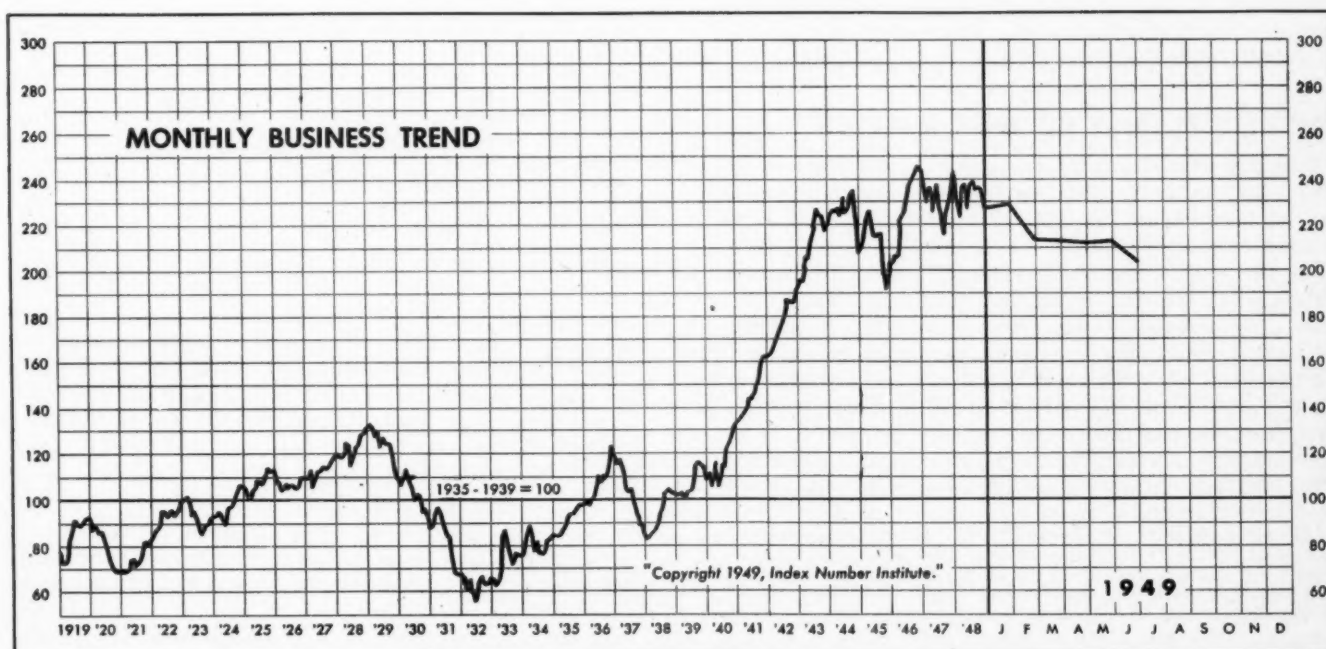
For what we believe to be the real truth about the employment picture on a regional basis we refer you to our High Spot Cities analysis on page 80 where we publish unemployment figures for this year and last, together with unemployment figures as revealed by claims for benefits.

The down-to-earth facts on national unemployment are about as follows: Employment is about the same this year as last . . . It is slightly lower in the cities and considerably higher on the farms . . . Population is growing and in the past year 3,000,000 more boys and girls have entered the so-called "labor force" and many of them have been unable to locate a job . . . This increase in the labor force is almost identically the same figure as the number of unemployed . . . Earnings are still high but not as high as last year because overtime is the exception, not the rule, and some factories are working a shorter work week.

Is a small degree of unemployment a proper subject for scare headlines if more people are employed than a year ago, if nearly every storekeeper and manufacturer has as many employed customers and prospects as a year ago?

WHAT IS OUR "LABOR FORCE?"

I had other things set aside for discussion this issue which I thought were significant, but most, if not all of them, will have to be shoved aside in favor of further consideration of this loose and almost criminal talk about unemployment which is undermining the confidence of both employers and employees.



In May 1949 the Business Trend remained at its previous month's level of 212. A decrease in new orders was offset by some gain in business spending.

A substantial drop was registered in June. With both new orders and business spending declining, preliminary estimates of the Business Trend for June indicate a figure of about 204.

The total unemployed reported for May was 3,289,000. Last year at the same time—in the period of peak prosperity—the number was 2,184,000. That kills one bugaboo: Unemployment has increased only 1,000,000, and not 3,000,000.

I mentioned before that the labor force has increased, and it will continue to increase as long as we show increases in population. It also happens that at this particular period of the year, there is a big *seasonal* increase in the number of people looking for employment.

At this time of the year a lot of young people come out of high schools and colleges and start looking for either temporary or permanent jobs. Many housewives decide to make a little extra money during the summer period. So when the Census taker goes around to check on the families making up the sample on which the labor force and unemployment figures are based he finds that these people want work, even though it may be only temporary work, and they are put on the labor force. Those who don't get jobs are reported as unemployed.

This month, because the family breadwinner isn't bringing back quite as much as last year, there will be a considerably larger total of these seasonally unemployed than a year ago, but in terms of family breadwinners actually looking for work and not finding it and needing it for support of their families, the picture will not seem nearly as bad as the scare headlines would indicate.

As Marquis W. Childs points out in a dispatch to the *New York Post*, "In July several million Americans will be recorded as having jobs but not at work. In this classification will be those on paid vacations, and the number of American wage earners now entitled to have these with pay is astonishingly large. [Editor's Note: Between 35 and 38 million.] The figure will also include workers laid off but told to report back for work on a definite day. To lump all these with the unemployed would be to add even darker clouds to a picture already artificially darkened."

The basic strategy of Communists in this country and abroad is to show that America is sinking into a depression. Gloomy figures or gloomy interpretations are propagandized by Communism around the world. For this country to fall into a depression psychosis with 60,000,000 people at work would be worse than nonsensical. In my opinion the Census Bureau should rechart its figures to make them more nearly in accord with facts, and I think that the owners of newspapers and radio stations should assert themselves by insisting that their editorial workers present a *balanced picture*. It is perfectly proper to print the bad news; that is honest journalism. It is dishonest journalism to omit or play down the compensating good news.

THERE'S PLENTY OF GOOD NEWS

Most good things cost money, but there are exceptions. We subscribe in the SM office to quite a number of expensive business services and news letters and each one on the list currently is worth the price of admission. But I think that if I were to choose among the many services and letters which come in regularly I would put down as my top choice a monthly digest which doesn't cost a penny. It is the monthly letter on economic conditions put out by the National City Bank of New York (55 Wall Street, New York 15, N. Y.) which gives the sanest and most comprehensive portrayal that I can find anywhere. If you should ask them to put you on their free list I can't predict what will happen, but it's certainly worth trying.

In their June issue they point out that the seasonally adjusted annual rate of personal expenditures, after dropping from December to January, has since held level (April in fact showing a slight upward trend) at about 2½% under the average for the fourth quarter of 1948, but 2½% above the first quarter of 1948. These are dollar totals, and the price trend has been downward, which means that the number of units sold has increased appreciably.

National City goes on to state: "Those who look no further than the drop in manufacturers' orders see things worse than

they are. Preliminary reports suggest that personal expenditures in May have not varied markedly from the April level."

Again from National City: "A business recession which is chiefly attributable to 'catching-up' supplies its own brake to a spiral, for the decline in orders and production inevitably exceeds the drop in ultimate consumption, and in due course will reverse itself. Reduction of inventory is making fast headway, and it is hard to see how commitments can be shortened further. Department stores' commitments have been cut by a third in the past year. The National Association of Purchasing Agents says 62% of its members are on a hand-to-mouth to 30-day buying basis.

"When short-term liabilities are excessive, and when cash is short and assets cannot be sold to pay debts without severe loss, business and people are in trouble. But cash and cash equivalent assets of the economy now—including \$52 billion of redeemable U. S. Savings Bonds held by individuals—are immensely larger than before the war, and have grown much more than personal and business debts have grown. These assets are reserves of purchasing power for those who hold them. Together with corporate reserves against inventory loss, they strengthen the general situation immensely. Farm price supports, unemployment compensation insurance, and the E.R.P. support of exports are also additional cushions and props."

Whatever recession we have has caught industry in series, rather than all at once. Some of the industries which were hit hard last year now are coming back, while others like non-ferrous metals, oil and coal, steel, paper, rayon are in various stages of readjustment. Still other industries haven't caught the down swing. Autos are an important example. Drug makers are another. Electric power sales continue to top those of a year ago. The telephone company has a big backlog of orders. Truckers are profitably busy.

And, as we have pointed out here before, the decline so far is small compared with other previous readjustment periods. As compared with 1937-38, industrial production has dropped only a third as much; raw materials' price drop has been less than half as much; farm income less than half as much—and so on, down through a long list of economic factors.

DIRECT SELLERS POINT THE WAY

We think it is significant that the companies selling house-to-house are doing far better than those who depend upon store distribution. Their success is based on the fact that more salesmen, better-trained salesmen, can lick this recession.

The *Wall Street Journal* sent its reporters around to interview house-to-house organizations. Here are some of the facts they unearthed: The J. R. Watkins Co., with 12,000 salesmen, has a present unit volume running double that of pre-war . . . Air-Way Electric Appliance Corporation's sales in the first quarter were 12% above last year's . . . Fine Arts Silver Company's volume so far this year is 15% ahead of last year . . . Jewel Tea Company reports banner volume 1949 to date, 10% above last year's and triple the pre-war mark . . . Stanley Home Products, Inc., has sales in the first four months of the year 29.3% above the same months in 1948 . . . The Grolier Society for the first 20 weeks of the year is \$1,300,000 ahead of the same 1948 period.

It would seem to show that *people will buy when they are asked to buy*. When they are not asked, it's easy to postpone purchases. Last week I paid \$450 for a combination refrigerator and freezer but not because anyone asked me to make the purchase. It was forced upon me because my 19-year-old model finally played out. In the town where I live there are 40 retailers selling refrigerators and nearly a dozen handling the brand on my old machine, but no one came out to see me or telephoned me or wrote me about getting a new one, nor did any salesperson try particularly hard to make the sale when I went shopping.

Do we need *salesmen* in this country—on every level, manufacturing, wholesaling, retailing! I ask you.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Wider-Line Retailing: What Does It Mean to Manufacturers?

BY E. B. WEISS* • Director of Merchandising,
Grey Advertising Agency, Inc.

We haven't yet spotted a store that literally sells "Snips and snails and puppy dog tails," but it could happen any day. The trend toward broadening lines handled by department, chain and variety stores suggests that many firms must move in the direction of more diversified marketing.

The general store has staged a return engagement. It has dropped its horse-and-buggy appurtenances. But it is displaying, on adjoining bins and shelves, a more weird assortment of non-related merchandise than even the "pills, plows and petticoats" of the famous Dixieland general store of the 19th century.

As a consequence, many manufacturers must revise their marketing plans—their selection of retail outlets. They also must revise their merchandising, selling, advertising and promotion. A new era of diversified retailing demands a new era in putting over the advertised brand.

The specialty store has all but disappeared. Typifying the trend is the story of Hardwick & Magee, Philadelphia. For 100 years, Hardwick & Magee sold only soft surface floor coverings. Then they added a few appliances. Then they really broke with tradition, and added hard surface floor coverings. In that same city, the two Oppenheim Collins exclusive *apparel* stores tested six Westinghouse *radio* models; found they sold well. (Westinghouse may, as a result, put part of its line into other women's specialty shops.)

Bakery stores are adding candies, jams, jellies, ice cream. Liquor stores

in Los Angeles now sell cold cuts and other food items. A food merchant has installed a washeteria in his unit: "They might as well get their wash done here and do their shopping at the same time," is his theory.

It isn't only the specialty store that is adding "pills, plows and petticoats." The limited-department type of outlet is rapidly going "unlimited." A Grant vice-president described that chain's big Syracuse store unit as a "combination of the typical variety store, department store, and Sears and Ward store." He might well have added that department stores and Sears and Ward stores have not been hesitant about aping variety chains.

Competition from Drug Units

There was a time when a department store would not deign to notice competition on hosiery from a drug unit. However, when Eckerd's Drug chain in Wilmington, Del., began to feature nylon hosiery at \$1.19—and included a coupon in the advertisement for mail orders—the Wilmington Dry Goods Co., local department store counter-attacked promptly. Wilmington Dry Goods ran heavy space, asserting "We have Wilmington's lowest prices on nylon hosiery today, tomorrow, every day."

Nor is it only in inventory that all retailing is going "general." It's in exterior and interior architecture and display techniques, too. And in avenues for reaching the buying public, and in promotional techniques.

For example, that huge new store opened by Woolworth's in Newark, N. J.—about which you'll hear quite a bit later on—is the spittin' image in both interior and exterior architecture

and display techniques of scores of department stores, drug stores, mail-order chain stores, and specialty stores. The so-called "cathedral" front has, indeed, become the architectural exterior symbol of fully 25% of all large store units opened by retailers of all types. The basic trend toward open or visual display within the store plus the open front window has given the variety chain unit, the drug chain unit, the super market unit—even some department store units—a Mike and Ike similarity that is truly astonishing when one remembers how these stores originally fought to be "different."

New Selling Avenues

As for similarity in avenues used for reaching the shopping public, we find the Hub Stores, famous vacuum cleaner chain which has traditionally confined its selling to retail outlets, embarking on a large door-to-door selling program. Conversely, we find several houses that formerly sold exclusively by the house-to-house technique cautiously testing retail stores, retail agencies, and even a mite of mail order. As the mail-order houses expand their retail chains (with Sears rumored to be planning 500 new store units), the department stores are expanding their *mail order* operations. Nor are the variety chains quite so firmly set against mail order as they originally were. Kress does some mail order on its private brand cosmetics.

The trend is emphatic, broad, quite general, and clearly defined. Beauty shops are selling hosiery, and in quantity, too. Of our 30,000 lumber and building supply dealers, some 42% are selling electrical appliances, both major and traffic appliances. In Niagara Falls, four competing units of four large chains—Sears, Ward, Penney, and Neisner—cooperated in newspaper advertising to urge shoppers to "shop lower Falls Street every day." (That represents the first time four large chain organizations have cooperated promotionally in that way. It's been done by other types of retailers frequently.) Woolworth, in one of its big units in Chicago, put in windows tying up with the Chicago Railroad Fair. That's something department stores have done in years gone by and, when one remembers the

* This is the first of a series of four articles in which Mr. Weiss will discuss in detail the trend in diversified retailing and why many manufacturers must revise their marketing, merchandising, selling, advertising, and selection of retail outlets. Later articles will examine robot retailing and its impact on marketing, store exteriors and interiors, visual displays, self-service and selection, and the effect of one-outlet distribution on sales potentials. The second article will appear in the July 15 issue.

traditional Woolworth mass effect window, this break with tradition is really historic. Credit jewelers are doing such an energetic job with appliances and housewares that one business paper reported: "Housewares departments of department stores see a threat to their sales potential in these promotions." A large maker of household waxes reports that whereas department stores formerly took 90% of his volume, he now sells more through food stores than through department stores.

The American Marketing Association recently defined a *department store* as: "A retail store which handles a wide variety of lines of goods . . . and which is organized into separate departments for purposes of promotion, service, and control." That, of course, happens also to be a pretty accurate description of the modern drug store, the modern super market, the modern variety store, and any number of former specialty stores.

All retailing is "going department store," with variations and trimmings. The department store is adding still more departments and borrowing techniques and ideas from super markets, variety chains, drug chains, etc.

Manufacturers Affected

Clearly, such a fundamental marketing development must profoundly affect policies of manufacturers in most advertised lines. It emphatically affects marketing policies of nationally advertised brands because one-outlet distribution in an era of general-store retailing is an anomaly. It affects advertising, merchandising and promotional policies of nationally advertised brands because one program for retailers of different basic types is also an anomaly. Despite their drift toward similarities, variety chains and department stores, for example, preserve certain distinctive methods of operation. A promotional program that might appeal to a department store might be completely unsuited for a variety chain. We'll dig into that later.

In recent years, and at an ever accelerated pace since the war's end, variety chains* have concentrated on opening new "A" stores and expanding old "A" stores. These "A" units of the variety chains are "department" stores in every sense of that definition of the American Marketing Association. In fact, the majority of the "A" store units of the variety chains actually can boast of *more departments*

than the majority of the 4,000 so-called department stores. That's extraordinary, but true.

The oft-referred-to Grant store in Syracuse, N. Y., is, of course, a department store in every sense of the term. It is significant that a similar Grant unit in Portland, Maine, has a home goods department that rivals the same department in any Portland store of any type. Moreover, the manager of that Grant unit reports that one of his major problems has been to get shoppers to realize that his store is, indeed, a department store—not a five and dime. Incidentally, to indicate how far variety chains have moved in the direction of typical department store services, it might be mentioned that this Grant unit in Portland offers an upholstery service. The store even has its own full-time upholsterers and features this service in its windows.

The new Woolworth unit in Newark, N. J., opened late in 1948, apparently aims for an annual volume of \$15 million. Out of 4,000 so-called department stores, not 200 will have sales of over \$15 million in 1949. That Woolworth unit has 500 employees. Some of the more striking items in its inventory include:

1. High-style decorator-type lamps up to \$13.39.
2. An entire island of picture frames.
3. Long-playing record albums up to \$4.85.
4. A sewing notions display that would top the same type of display in 90% of department stores.
5. Millinery—a huge inventory in upped price lines.
6. Jewelry—two full islands.
7. Drugs, cosmetics, toiletries—five islands plus wall space: a galaxy of well-known names and a magnificent section.
8. A large wall devoted entirely to bathroom and regular curtains and curtain materials.
9. A tremendous infant's wear department.
10. Women's foundation garments—a tremendous stock.
11. A hardware department featuring some brand names that until recently had been seen only in fine hardware shops.

Desire to Trade-Up

Perhaps most startling in this Woolworth unit is the almost complete absence of any over-all attempt to create the low-price atmosphere which has been traditional in the variety chain field. Instead, there is evident a firm desire to trade up; to bridge the gap between traditional

Woolworth price lines and traditional department store price lines on the same merchandise categories. Thus we see a tendency toward similarity not only in merchandise categories, but—equally important—in *price lines*, too. (Some cash registers in this Woolworth unit are equipped to register sales up to \$99—quite astounding for a Woolworth store.)

Among drug chains, as reported in my recently published group of articles on this subject,* the super drug store reflects the same broadening of inventory. The super drug has from 20 to 30 distinct departments. These units already have become important outlets for such apparently strange and even foreign lines as hosiery. They do an enormous total in costume jewelry, in cameras, in cosmetics.

Inventory-Broadening Trend

The Katz Drug chain is probably the outstanding example of the inventory-broadening trend in the drug field. Katz is planning a 31,000 square foot store unit for 1951. Out of our total of 1,900,000 retail store units there probably are not 50,000 units with that amount of floor space. It isn't generally known that one of the most active departments in the Katz drug chains is fresh fruits and vegetables. Katz claims it turns over more pre-sacked fresh fruits and vegetables than any other retail marketing organization in its area—a claim some of the super markets are inclined to dispute hotly. However, there is no questioning the enormous total of foods moved through the Katz grocery departments. "Drug" store, indeed!

With at least some drug chains dipping a pretty big toe into foods, it isn't at all surprising that food chains should be dunking a whole foot into drugs. *Super Market Merchandising* reports that 66% of super markets now have drug and/or cosmetic departments, and another 20% are planning to add such departments. A joint study by the National Association of Retail Grocers and *The Saturday Evening Post* indicates that of a group of 1,959 independent grocers, no less than 68.4 stock aspirin; 58.5 stock

* See the following issues of SALES MANAGEMENT: "Super Drug Stores: Are They Revolutionizing Drug Distribution?" December 1, 1948, page 44; "The Merchandising Strategy of the 'Super' Drug Store" January 1, 1949, page 45; "The Pattern of Promotion in the 'Super' Drugs" February 1, 1949, page 45; "The 'Super' Drugs: They Need Sound Promotion Aids and Ideas" March 1, 1949, page 65; "For 'Super' Drugs: What Kinds of Advertising and Display?" March 15, 1949, page 77.

* Estimated sales volume, 1948: \$2,500,000,000. Source: *The Variety Merchandiser*.

cough remedies, and 86.4 carry razor blades. A rather astonishing 53.6 stock hand lotions, and 62.4 handle shaving cream, while 66.2 inventory tooth paste. Even corn pads get a 30.3 rating in this survey.

What is even more astonishing is that "other items" constitute 9% of the total volume done by these independent grocers—which compares with 8% for dairy products, 9% for bakery products. Equally startling is the fact disclosed by this survey that actually 245 of these 1,959 stores reported their "other items" total at from 15 to 49% of their total volume. Still more astonishing, 32 of these "independent grocers" reported 50% and over of their total volume in "other items."

Super Market Merchandising reported recently that over 80% of super markets carry as many as 45 different non-food items and that over 60% of the stores are planning to add or expand non-food departments.

Grand Union food stores are doing a whale of a volume on children's books, cook-books, and dictionaries. That same chain has a housewares department that includes over 500 items. That housewares department compares pretty favorably with the same type of department in many department stores, variety stores, and drug stores. The Lucky Boy super market, White Plains, N. Y., merchandises its non-food items through a Variety Department. In that department at least some principles of variety store operation are much in evidence.

Food Stores Sell Candy

The president of the National Confectioners Association reports that surveys in Boston and Pittsburgh indicate that food stores sell 55% of the total candy bar volume in those two areas. Drug chains, variety chains, and food chains—between them—are doing the lion's share of candy volume. That wasn't true some years back.

Department stores are not standing by idly. They, too, are edging over into new fields. They are showing keen interest in frozen foods. Moreover, a store such as Sattler's in Buffalo ran what it claims is "the largest food fair ever conducted by a retail selling organization." In 10 days, Sattler sold 49,000 cans of evaporated milk, 28,000 containers of baby food. It made sales to 850,000 food shoppers in 10 days. The main floor of Sattler's was turned into an actual super market and the volume done in those 10 days probably was the largest ever run up in a similar period by any super market.

Department stores are expanding such previously neglected departments and sections as: (1) appliances; (2) paint; (3) wallpaper. Macy's claims it operates "the world's largest drug store." G. Fox & Co., Hartford, Conn., has opened branch units specializing in farm tools and hardware. Other department stores have opened special units for hard goods of all types.

What applies to department stores applies even more graphically to the Sears, Ward, and Penney chains. Penney has diversified so greatly that it is now usually described as a "department store" chain, and its figures

for broader and deeper inventories in established categories and to have room for new merchandise categories.

It is probable that the trend so graphically symbolized by the A & P's reduction of store units from some 15,000 to approximately 5,000—with of course enormous enlargement of each unit—will be duplicated by major chains in all merchandise fields. Drug chains already have begun to reduce their total number of store units and to increase the size of each. Variety chains are unquestionably headed in precisely the same direction, have been for quite some time. Department stores are, in one way, re-



EVOLUTION: Once the stores were called Times Square Auto Supply Company; now they're Times Square Stores. In addition to automotive lines, they carry sickles, cycles, ranges and razors. Retailers everywhere are widening inventories.

are included in department store totals, although originally Penney was strictly a specialty chain.

What it all boils down to is that mass retailers are all rushing pell-mell into a program of inventory diversification which is causing individual characteristics based on inventory differences to disappear almost entirely.

The program of every chain, in every field almost without exception contemplates larger store units. Those store units aren't being made larger merely to be more commodious. They are being made larger to have room

versing that trend. They are opening branch units at a fast clip, but they are also increasing the size of the main store unit. Sears and Ward have been increasing the size of their units for years, and never more emphatically than right now. Ditto for Penney.

Indeed, mass retailers are reaching the traditional position of the Chinese: They're taking in each other's wash. We've seen how true this is with respect to inventory. The next article in this series will delineate this same trend with respect to store exterior and store interior.



They're in the News

BY HARRY WOODWARD, JR.

TEN YEARS OUT . . . of Kansas University E. S. (Ed) Safford has become Beech Aircraft Corporation's director of sales—a job that was created around Ed's special sales-getting talents. But before he moves into his new office (where he'll be directly responsible for all sales and the coordination of all the corporation's sales policies) he's off on a flying sales tour of England, Norway, Sweden, Denmark, Holland, Belgium and five other countries, beating the Beechcraft drum as he goes. Safford brings as his dowry to the corporation a sound engineering knowledge of his company's airplanes and their maintenance. He can even work them over if necessary. After he got a degree in industrial engineering following a special course in biz administration and engineering, he wangled a job in the Beechcraft Engineering Department. He moved up fast: During the War they made him assistant coordinator, contract administrator and later, sales manager. In aviation circles they say "Keep your eye on Ed Safford."

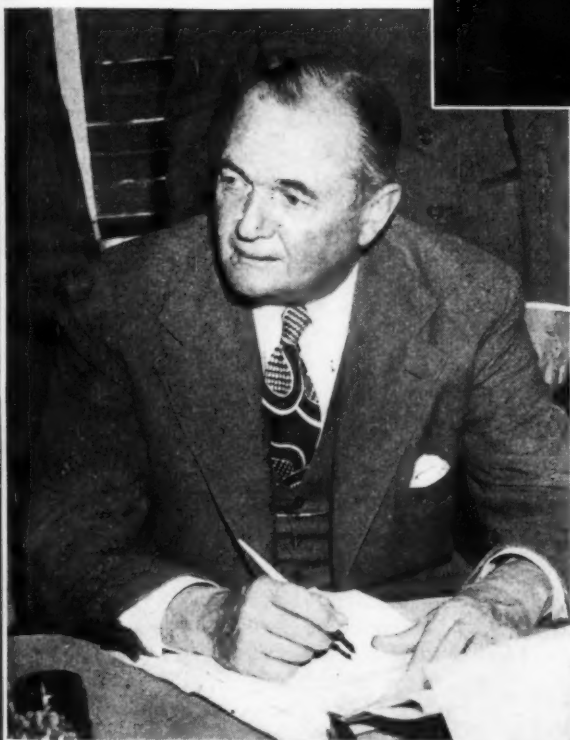
GUY GILLETTE

THE INITIALS AREN'T NEW . . . the job is. American Safety Razor's Mr. Strite was born a v.-p.—Victor Partner Strite, to be exact. But after 29 years with the corporation he's become V.-P. Strite, v.-p. in charge of sales . . . This unassuming, California-born guy hardly looks older than the 29 years he's served American Safety. Actually he went to work for The George H. Eberhard Co., selling agents for American, when he was in his early teens. After his Father died he had to quit school, in the tenth grade, to support his family. When he left Eberhard several years ago he'd gone from office boy to partner. American brought him to New York from California at that time and he says, despite his friends in the California Chamber of Commerce, he infinitely prefers New York! He lives in Great Neck, L. I., has gone in for sailing and vegetable gardening and "joining." His new job involves the creation and putting into operation all promotional plans, coordination of product activities as well as (and this part he likes) the personal direction of 100 salesmen. (See page 42 for story on American Safety Razor Corp.)





HE DOESN'T COLLECT TITLES . . . he's an organizer! Edwin C. Johnson, (left) who's known far afield as "E.C.," has been collecting presidencies since he graduated from Harvard with Franklin Delano Roosevelt in '04. And strangely enough, E.C. never sought a presidency. He was pushed into them to further his prime beliefs. Now, at 67, he's president again—this time of the Boston Chamber of Commerce. Credit E.C. with founding for the Boston Chamber its Sales Managers Club—42 years ago. (It is one of the two oldest of such groups in the U.S.) He was its first president. He also organized and for several years was president of the annual N.E. Sales Management Conference and Sales Rally. As if that weren't enough, he organized and first headed the Chamber's Executives, Junior Executives, Personnel Managers and N.E. Export Clubs. He's been president of the H. A. Johnson Co., food products and equipment, since 1920. E.C. is a firm believer in *ideas* as the life-line of business. He's organized businessmen into specific groups to cross-fertilize industry with sales-getting techniques.



L. A.'s MOST USEFUL CITIZEN . . . for 1941, is the new president of WCAU, Inc., AM-FM and television, Philadelphia. For the past 13 years D. W. Thornburgh has been the community-minded, bringer-of-hats-and-white-shirts to radio salesmen. He's been, until his recent resignation, CBS vice-president in charge of its Western Division. He's built up the CBS Hollywood studios from two network shows to between 30 and 40, and he's found time outside of his job to serve L.A. well—the Children's Hospital, the Y.M.C.A., the Community Chest, all have been aided by his fund raising and his friendship. Even in golf his strong sense of competitive spirit shows through—he's a dangerous opponent when he's pressed. Don Thornburgh joined CBS in '30, in Chicago. By '36 he was in L.A. as the network's v.-p. He's devoted these past 13 years to building up the CBS West Coast operations.



How to Put a Cutting Edge On a New Product Launching

Based on an interview by Etna M. Kelley with **SIDNEY WEIL**, Vice-President in Charge of Sales, American Safety Razor Corp.

With its new double edge blade, American Safety Razor is after Gillette's scalp. Airfreight's speed made it possible to stock dealers simultaneously with breaking of spectacular promotion, yet maintain secrecy to the last minute.

What would you do if confronted with the problem of launching a new five-cent razor blade on a highly competitive market? Granted that the product were a good one, well worth its price, 25 cents for a package of five, you'd still have to admit that you had a tough assignment.

This is the story of the way American Safety Razor Corp., Brooklyn, N. Y., met that challenge—and so successfully that a large percentage of

United States males of shaving age will have tried the new razor blade, the Silver Star, by mid-summer, and many will have become permanent users.

There's nothing intrinsically exciting about a 5-cent razor blade, but ASR officials were proud of theirs and were determined to introduce it to the market dramatically and with fanfare. As Sidney Weil, vice-president in charge of sales, put it, they had the

choice of building slowly, market by market; or entering the entire national market with "terrific initial impact, and even more terrific follow-through."

The second course, entailing advance secrecy and the enthusiastic co-operation of American Airlines, was the one chosen. Dealers as well as the public were impressed, and business history was made when complete simultaneous national distribution by air freight was attained during a 24-hour period beginning April 27. There were other factors contributing to the successful introduction of the product, such as a well planned and comprehensive advertising campaign, dealer aids, and a display service. But the spectacular method of gaining nation-wide distribution practically



MATCHING PROMOTIONAL SPLASH WITH DEALER SAMPLES: American Safety Razor licked the bugaboo of national promotion without adequate distribution by rushing 12 tons of razor blades to dealers throughout the nation via American Airlines airfreight. In the photo on the opposite page, American Safety's sales vice-president, Sidney Weil (right) hands the first carton of Silver Star blades straight off the conveyor belt to American Airlines' D. L. Bogart.

overnight deserves much of the credit for getting the Silver Star off to a good merchandising start.

Back-tracking a bit, we find that ASR had laid a solid foundation for the important step of entering the 25-cent market with a double-edge blade. The company's leading brand, the Gem, was a 5-cent seller and dominated the single-edge field. The Star, a double-edge blade in packages of four for 10 cents, had been brought out in 1941. But, to enter the 25-cent double-edge market, something special was needed. The company's Research Department was assigned the task of finding a way to process metal to insure the "perfect razor blade—a keener, longer-lasting and completely uniform edge," according to management specifications. Last year, in the opinion of research people and company officials, the objective was reached through the development of an alloy called "Duridium."

"Everyone in our shop was convinced that the *ultimate* (in razor blades) had been reached," declared Mr. Weil, but before going into large-scale production with the new blade, ASR management decided upon a program of consumer testing. For this step, Ruthrauff & Ryan, Inc., the company's advertising agency, engaged the services of Charles C. Florida, Inc., research organization. Florida's staff brought back test results from 1,000

men in 10 different cities, findings which not only justified the company's faith in the blade, but supplied copy themes for its initial advertising.

The interviewers confined their efforts to men already using double-edge blades, men who expressed their willingness to test the new one which was presented to them in blank wrappers and without identification of the maker. When this willingness had been signified, the interviewer would ask permission to go into the bathroom and insert the new blade into the razor of the man of the house.

This enabled the researcher to see what razor had been in use, and it also insured an early try-out for the new blade. The following day the interviewer would call to check results. According to the Florida organization, 84% of those who participated said the test blades were equal to any they had previously used; 60% said they were superior; 77% agreed that this was a "razor blade your face can't feel." This last statement is being featured in current advertising of the product.

To carry out the objective of entering the national market with "terrific initial impact," it was necessary to use airfreight. During the 24-hour period beginning the evening of Wednesday, April 27, airplanes carried 25 million blades, weighing (with

packages) 112 tons. To do the job, it was necessary to use 12 American Airlines cargo planes and the cargo-carrying capacity of 125 AA passenger planes. Six other lines filled in in areas not serviced by American.

American Airlines, glad of a chance to capitalize on the event, picked up the ball by scheduling a full-page advertisement in the April 30th issue of *The Saturday Evening Post*, which showed a lonely-looking cowboy with his horse, looking at an airplane in a star-studded sky. The headline was "Tonight—there are 15 million new stars in the sky!" Copy told of the development of the new razor called the Silver Star, made by Duridium, and of the manufacturer's plan to have the blades in dealers' hands when the national advertising campaign broke.

"... The sales manager presented the problem to American Airlines' Airfreight Counsellor," continued the copy. "That's why 15,000,000 new SILVER STARS are in the sky tonight—being flown from New York to 381 airport cities for delivery in truck tomorrow to countless nearby trading centers. No warehousing costs. No delays. No wholesaler discriminations. No problems. . . ."

Meanwhile, the hundred men on ASR's sales force had been schooled, and provided with materials to make capital of the distribution story. Important customers were driven to airports to receive their individual shipments personally. Naturally, newspapers had been tipped off and had received releases. The story also had been released over wire services and news services from New York City.

It had been foreseen that the national advertising campaign should break as soon as possible after retailers had received their stocks, to take advantage of the news value inherent in the airfreight distribution. Obviously, wholesalers' salesmen would not have been able to call upon every retailer in the country immediately after their received their stocks of the blades. It was decided that the national advertising campaign should start with a full page in the May 16th issue of *Life*, scheduled to hit the news stands on the 13th. Four days earlier, May 9, the company mailed to almost 100,000 retail outlets two regular 25-cent packages of the blades, plus an extra sample for the dealer to try himself.

Considerable thought was given to the preparation of the merchandise card, which is both shipping unit and counter dispenser for the Silver Star. The card itself is ultramarine, peacock blue, silver and white. The blade package is silver, with a white star design and the brand name in blue lettering. No matter how large the

quantity ordered by a dealer, he receives all his stock attached to these vending cards, each holding 10 packages of five blades. Through such packaging, ASR insures that the razors have good display.

Miniature facsimiles of the regulation vending cards, but with only two packages attached to them, plus the dealer's own sample, composed the mailings received by 100,000 retailers on May 9. In this way, according to Mr. Weil, "we felt we had overcome in large measure that bugaboo of all national advertising campaigns: advertising without distribution." With each mailing there was a prepaid reply post card on which the dealer could place his regular jobber order for the blades. There was also a space on the card for requesting material and advertising mats, furnished free by ASR. In addition to plugging holes in distribution, the mailing obtained sales turnover for wholesalers, earning both their good-will and that of retailers who might have felt left out in the cold if wholesaler salesmen had been late in calling on them.

The initial advertising insertions, beginning with the *Life* double spread, were staggered. Then came double spreads in *The Saturday Evening Post*, May 21; *Look*, June 7; *Collier's*, June 11. Those first spreads were made up almost entirely of testimonials from such celebrities as Leon Henderson, Johnny Weissmuller, Gene Sarazen, Guy Lombardo, John Loder, and Ed Fitzgerald—with their

photographs. Seven magazines for men are also on the list, also *The American Weekly*, *This Week*, and *Parade*. On the list, too, are independent magazine sections of such papers as the *Chicago Tribune*, *The New York Times*, and *The Philadelphia Inquirer*—78 in all. Forty-four other newspapers will each carry 1,000-line copy. Later there will be selective radio announcements in 62 key markets. Business papers in the drug, tobacco, variety, and chain store fields are carrying the advertising story to the trade. Twenty-five million book matches will be used as point-of-sale aids in cigar stores where razor blades are commonly sold. The advertising budget is expected to run to about \$150,000 a month.

In the period of two weeks before the airlift deliveries of stock, ASR salesmen visited as many jobbers as possible, armed with a complete sales kit containing highlights of the forthcoming campaign. A six-page portfolio of heavy cardboard stock with a pocket on the inside back cover, it described the new razor of Duridium, "the first great advancement in razor blades in 23 years," showed illustrations of the product and the vending card, and the double-page spread scheduled to appear first in the national weeklies. With these, in letter-file size folders, were samples and descriptions of the various promotional aids available, to be passed on to retailers. For jobber sales managers, there were suggestions for announce-

ments to be included in bulletins addressed to salesmen and order clerks. For chain store executives, there was a sample bulletin addressed to store managers, with an offer to mail copies of it from ASR headquarters, upon receipt of the names and addresses of the managers. Other material in the folders included suggestions for selective radio announcements, lists and descriptions of display materials, illustrated copy of advertising for which mats are available, and reprints of the American Airlines advertisement in *The Saturday Evening Post*.

Almost as important, in the opinion of ASR management, was the publicity campaign. To insure maximum benefits from the unusual airlift delivery of merchandise, the company prepared a portfolio of instructions and materials, which was sent to both ASR sales representatives and to those of American Airlines. The easy-to-understand list of "Do's and Don'ts" included such recommendations as: "Try for a 'city editor' release rather than a 'business editor' release. . . . Give the story to the 'business editor' even though it is accepted by the 'city desk' . . . Give the picture story to the 'picture editor.' Try to work a local personality into your pictures and stories—a city official, an important customer, a local stage or radio celebrity, etc. . . . Don't be demanding because we are advertisers in the paper. . . . Don't forget local radio stations. They are looking for remote-control features that are novelties."

In the kit there were separate releases for city desk, business news and picture editors, and releases for two different dates: "not before April 27" and "for May 1." Pictures tying in with the releases were supplied not all in one batch, but properly clipped to appropriate stories. For the picture editor there was a set of five pictures with captions.

The effectiveness of this procedure is evident from the fact that the wire and news services distributed the story, and that it was used by hundreds of national and local weeklies and newspapers—with the end not yet in sight.

Was the trouble and expense of this spectacular method of product-launching worth while? Here's what Mr. Weil says about it: "While from a long-term view it is still too early to report results, ASR management feels that it has a real winner with the new product. Early surveys show brisk over-the-counter movement, and ever-growing wholesaler and dealer interest along promotional lines. After all, everybody likes to ride with a winner."

FOR THE FIRST TIME IN HISTORY....

A RAZOR BLADE THAT YOUR FACE CAN'T FEEL

"Couldn't feel a thing!"

When not shaving there was a blade in the razor!

"Save at least 70 strokes...!"

"I had to feel my face to know I shaved!"

"Didn't know the whiskers were off!"

"Just like using the whiskers off!"

"A NEW SHAVING EXPERIENCE!"

"Once over and my face felt like a baby's!"

"Never dreamed I'd feel such a blade!"

"Had to rub my fingers against the grain!"

"As if there were no blade on the razor!"

DISCOVERY OF THE SURGICAL INSTRUMENT DIVISION

Silver STAR

MADE OF DURIDIUM

The Razor Blade your face can't feel

5 for 25¢

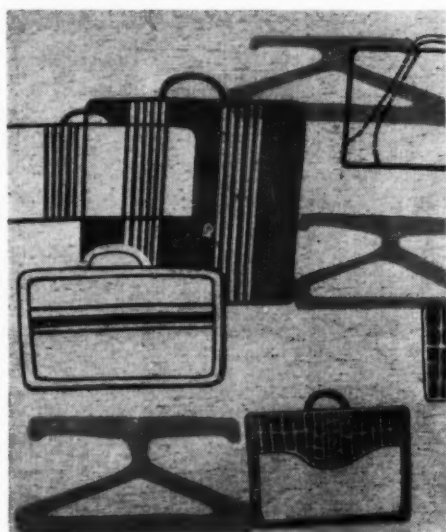
BIG OPENING GUN IN Silver STAR DRIVE!

This whopping double-page spread, in full size of course, will run in **LIFE • SATURDAY EVENING POST • LOOK • COLLIER'S**. Other double and full page ads to run week after week in magazines and newspapers all year.

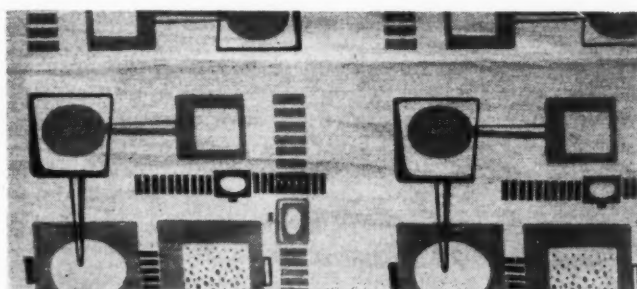
FIELD TESTS PRODUCE COPY SLANTS: Researchers inserted Silver Star blades into test razors. Users' comments were turned into copy for the kickoff on nation-wide promotion.



PALM TREES . . . PINEAPPLES . . . FISH . . . Fabrics for United Airlines' fleet give a holiday feeling before plane gets to Hawaii!



OSHKOSH . . . Trunks & Luggage, Inc., got this bright-eyed Rose version of its products to sharpen up showrooms via draperies, displays.



ABSTRACT ELGIN . . . for Elgin Watch Co. . . abstract watch cases in black and coral geometric shapes in balanced blocks.

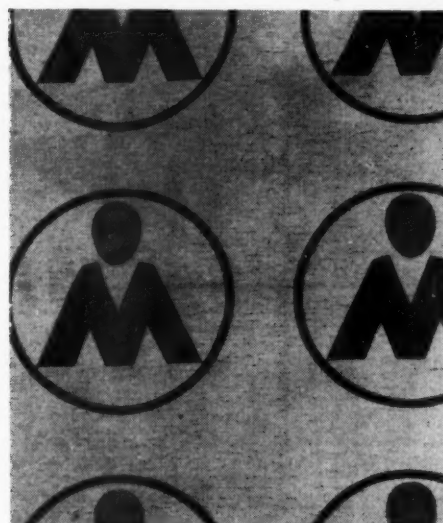
This is Ben Rose, the fabric designer, whose designs for industry are being seen in more and more of America's smarter sales rooms, in airplanes, at executive office windows . . . Mr. Rose has never pulled a pattern out of a hat—merely because no one has yet asked him.

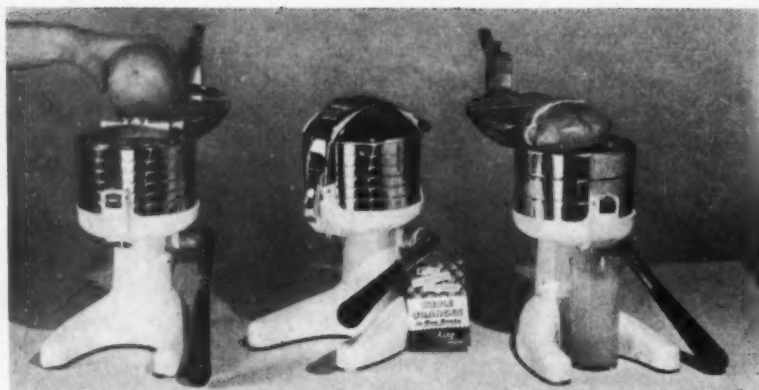
But he has taken the well-known trade mark of the Mengel Co., makers of Module furniture, and converted it to a smart fabric for the company's Chicago offices. He's done the same thing for Oshkosh Trunks and Luggage, Inc.

Rose says there's no end of uses for exclusive fabric designs built around a product, a trade name or a company design. Among them: show room displays, draperies, furniture coverings. And he reminds you that your own trade mark may be highly fabric convertible.

Fabrics for Industry

MENGEL . . . didn't know its trade mark would make such a handsome fabric, uses Rose's version in numerous executive office interiors.





LITTLE BROTHER: Like many another company that has had success with a full-size standard model, Juice King spotted an opportunity for a "junior" version. Selling for \$4.95, will go after lower-bracket markets.

Juice King's Sales Strategy: Capture the Big Markets First

**NOW! squeeze
Whole Oranges
in One stroke!**

CUTS, SQUEEZES, STRAINS
WHOLE ORANGES
HALF-GRAPESFRUIT
300% FASTER!

**AMAZING NEW
Juice King**

Fresh fruit juice for your entire family
... 300% faster! Insert the WHOLE
ORANGE, turn the handle once...
easy as that. Amazing Cutter-Strainer
cuts WHOLE ORANGE... while special
perforations strain juice into
glass. Squeezes HALF GRAPEFRUIT
with equal ease.
Smartly styled in gleaming chrome
and enamel... easy to clean. Ask
for the new JUICE KING today.

Available at leading Department,
Hardware and Appliance stores.

A Treasured Gift
NATIONAL DIE CASTING COMPANY

Based on an interview by Lester B. Colby with **G. W. HANNEY**,
Vice-President and General Sales Manager, National Die Casting Co.

The product: a \$12.95 orange juicer. New York, Chicago and Philadelphia were the first battlegrounds. Note its bang-up success with television as an advertising medium.

National Die Casting Co., Chicago, manufacturer of the Juice King Orange Juicer, came into the market in January, 1948, with a new type juicer to retail for \$12.95. The time seemed none too propitious. War-time shortages in the juicer field were over. Juicers were sticking out of the dealers' ears everywhere. Competition was keen with a flood of units selling from \$6 to \$7.*

In spite of all this, the public bought more than 200,000 of these new top-price juicers at a cost of more than \$2,600,000. The big factor in the success of this outstanding venture in merchandising was that Juice King was giving the women of the Nation something new. No competitor had anything like it.

After five years of laboratory research during which more than 50 models had been hand-built, and all but one of them rejected, the company was ready for volume production

*See "We Found Millions of Buyers when We Measured Our Market," SALES MANAGEMENT, December 15, 1947.

SALES STORY—IN A JIFFY: Magazine and newspaper copy stressed a single theme: To the public, it sounded like convenience.

of a juicer that would take a whole orange, cut it, squeeze out the juice and strain it at a single stroke of the handle. It was called the Juice King Whole Orange Juicer.

More, it was big enough to take a half of an ordinary grapefruit or an entire grapefruit of smaller size. This radical advance—no more hand-cutting of oranges or smaller grapefruit before squeezing, no more dribbling of juice on table top or cutting board, the speed-up of the squeezing operation—gave dealers a new sales lever.

The Big Question

"Our first problem was to select the proper market to make our beginning," says G. W. Hanney, vice-president and general sales manager. "After due study we selected New York City. That decision was a wise one. Sales results proved that we were correct in deciding that it was better to blanket a single high potential market than to scatter the product thinly over the Nation.

"We made a strong advertising and publicity drive (through full-color car cards and newspapers) in the metropolitan New York field, and for the first five months, producing at ca-



TELEPHONE SERVICE KEEPS RIGHT ON IMPROVING

Long Distance is faster. Calls go through on the average in 1.6 minutes—nine times out of ten while you hold the line.

Local Service is better. The operator answers or the dial tone comes on faster than at any time since before the war. Calls go through promptly and accurately.

Equipment troubles are fewer than ever. Those reported by customers have decreased 15% from a year ago.

THE big construction program of the Bell System has resulted in important improvements in telephone service, and has brought telephones to millions of people who did not have them before.

Thousands of miles of new Long Distance lines have been added. Many cities are now linked by networks which can carry both voice and television. New and modern Western Electric equipment—the finest that can be made — is giving better, clearer, faster service to millions of telephone users, on every kind of call.

There has never been so great an expansion and improvement in telephone service as in the past three years. Still more good things are ahead for we're keeping right on with the job.

BELL TELEPHONE SYSTEM



capacity, the New York City market took 95% of our total output. We followed after that with a similar campaign—and the addition of television*—in Chicago and a little later with another in Philadelphia. By that time we had general acceptance throughout the country because the trade, watching us closely, knew what had happened in these three markets. The only area we have not invaded to date is the extreme West Coast and that is coming."

Market by market introduction of an item of this kind and price, Mr. Hanney believes, is the best and most logical method. He feels that a manufacturer can do a more complete job at less cost and get a better over-all acceptance in shorter time. In the case of the Juice King Whole Orange Juicer, National Die Casting proved that it was marketable, that it would sell, and so set up jobbers and dealers to carry on.

Insofar as the company's management has been able to determine, full-color cards in the New York City subway cars had never been used for an orange juicer or any comparable appliance. It is certain that television, as employed in Philadelphia and Chicago, had never before been used for an orange juicer. These facts gave Juice King a decided advantage. It had a fresh, new audience.

Fortunately for this particular campaign, the Whole Orange Juicer is a natural for television. The demonstrator in the video-broadcasting station had only to toss a whole orange into the juicer, push down the handle, and the story was told. This meant mass demonstration right in the living rooms of thousands of homes at the same instant.

The immediate result was that the next day after the television demonstration, and for days afterward, scores upon scores of women would come into department stores and appliance shops and say: "Have you that whole orange juicer I saw demonstrated on television?"

It's Unique

This was the more effective because the Juice King Whole Orange Juicer was, and still is, the only whole orange juicer on the market. There could be no confusion as to what the juicer meant, whether the housewife caught the trade name or not.

Television, as everyone knows, is expensive compared with other accepted media such as radio, newspapers, consumer magazines, etc. However, in this case it had certain

*WCAU-TV in Philadelphia; WGN-TV, Chicago.

advantages: both television and the product's outlets, in this instance, were in highly concentrated, productive areas. Television did not lap beyond the field where the juicers were available for immediate sale. For this reason National Die Casting, speaking market-wise, was not paying for a lot of "desert" territory.

On television the company bought chunks of the whole market, getting for its money those portions of the whole where it was set up to do business. For market-by-market introduction of a comparable item, Mr. Hanney says he is confident that television is just about the finest medium he has explored.

Another thing, television is still something that is concentrated in the homes of families that do not necessarily have to pinch to the last dollar and so the audience, especially for merchandising an item costing several dollars or upward, is preferred over the general run-of-mill families that, in these times, may be having trouble to make both ends meet.

When the introductory period was over and production began to catch up with demand, National Die Casting entered into the second phase of its program. It launched an aggressive trade campaign by direct mail and in business publications to tell its new story to jobbers and retail dealers, emphasizing the quick acceptance the unit won in test markets.

The Preparations

It was believed that jobbers and retail dealers should be sold on the product and well stocked with the Juice King Whole Orange Juicer before a nation-wide consumer campaign was started. Then, and not until then, was consumer advertising placed in national home magazines to spark sales. The first publications of this kind to be employed were *The Saturday Evening Post*, *Ladies' Home Journal*, *Good Housekeeping*, *Better Homes & Gardens*, and *House Beautiful*.

After establishing the Juice King Whole Orange Juicer throughout major markets a sales drive was instituted to achieve more intensive distribution in a country-wide pattern. This carried the stock program down to the smallest hamlets and cross-roads towns. The tool was what the company calls its "Profit Package:"

1. The Profit Package included a complete promotional kit for every retailer: window streamers, displays, mats, advertisements, booklets, advertisement reprints, electros, envelop inserts, etc.

2. The Profit Package itself was mailed to more than 35,000 accredited retailers in the hardware and appliance fields. It was also mailed to the company's leading jobbers throughout the country.

What concentration on a single market to introduce an item of this kind accomplished may be illustrated by quoting figures: For the first months after production on the \$12.95 juicer was started the company's output was limited to approximately 10,000 units a month. New York City dealers howled for the entire output—and for a time got it. Later, when the story began to get around, it was found that best results come from using allotments.

By-Products

There were other by-products of the campaign, born possibly because of the fact that it was a somewhat spectacular innovation which appealed to women and household editors of newspapers and magazines. Newspapers and magazines published stories of the new juicer that squeezed a whole orange at a lick without cutting it, and in many instances used pictures of the new item.

Co-operative advertising was used as soon as sufficient production was available to make this practical. Some of this advertising was especially well timed. Marshall Field & Co., Chicago, for example, used a 600-line display advertisement on the Whole Orange Juicer last January just when thousands of buyers from all over the country were pouring into Chicago for the great Mid-Winter Housewares Show. These buyers, sensitive to what big stores consider worth special promotion, responded liberally with orders.

"In all of our promotions we have used one theme that surely appeals to a housewife, especially one with a large family," says Mr. Hanney. "This is the time-and-labor-saving appeal. We have carefully timed many family operations in orange squeezing. On these time-tests we are prepared to stand back of our claim that the whole orange squeezer is 300% faster than any other. We also stress the fact that, because of its easy-to-clean design, more time is saved. Our carefully thought out promotion is convincing women by the tens of thousands that it will profit them to put just a little more money into an orange squeezer. The payoff is that they are doing it."

The advertising agency on the National Die Casting campaign is O'Grady-Andersen, Chicago.

How are you going to tenderize today's tough buyers?

Some buyers can, like beef, be tenderized by pounding.

But with both beef and buyers you get better results by proper feeding...and the feed that tenderizes buyers is information that helps them understand values.

In this buyers' market (and it's really a market of choosey, deliberate buyers, seeking good values) some sales managers are going to stampede their salesmen into an attitude of pugnacious pounding.

They'll get some business that way, too. But high-pressure selling is high-cost selling. And business secured that way is wide open to competition, especially competition that sells by relating its product to prospects' interests and needs, rather than beating them over the head with arguments.

"Ditch-Digging" Advertising can help soften up your prospects

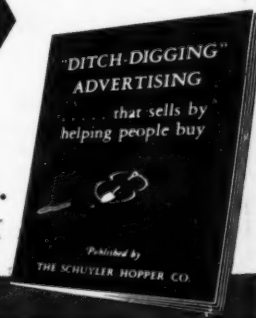
Since the crux of low-cost selling in today's market is helping buyers understand the values of your product to them, the obvious starting point is to find out what they think about the product now. How sure are you just which features most appeal to most of your prospects, and to what extent this changes by types of people within different markets?

Isn't it possible that the changing scene has brought about viewpoints with which you are not completely familiar?

Isn't it possible that vast groups of your prospects harbor prejudices about your product which, if you knew what they were, would define the obstacles that are blocking sales and dictate greatly improved sales and advertising approaches?

These are the things that must be known before you can determine what to say and how to say it — before you can know what the best forms for feeding this tenderizing information might be (whether booklets, magazines, direct mail, radio, sales presentations, counter displays, or what).

We've outlined this approach to buyers' market advertising in a little twenty-page booklet called "'Ditch-Digging' Advertising That Sells by Helping People Buy". Reg. U.S. Pat. Off. We'll gladly send a copy to any sales executive interested in matching selling and advertising to buyers' market conditions.



THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • LEXington 2-1790

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

Now's the
time for—
**SCIENTIFIC
SALES FORECASTS**

Market by Market

The Econometric Institute, under Dr. Charles F. Roos, its Director and Founder, has pioneered in the application to business problems of modern mathematical and statistical techniques of analysis.

Our forecasts have stood the acid test of experience. We have successfully called the turn on the major economic trends of the past ten years.

The Institute offers you a personal consulting service designed to help you make your important decisions on 1) sales potentials, 2) pricing policy, 3) demand and capacity analyses, 4) inventory and other important business problems.

For information write:

**The
ECONOMETRIC
INSTITUTE**

21 East 63rd St.
New York 21, N. Y.

coming your way . . .

.....**slip-proof glove** permits a "sandpaper" grip on slippery objects and still retains full finger sensitivity. The new industrial and canners' glove is made in sizes 7½ to 11 in russet color. The manufacturer claims that the glove is valuable wherever objects immersed in certain liquids must be handled quickly and efficiently, and that its use reduces damage and breakage. It is a product of the B. F. Goodrich Co., Akron, O.

.....**paint brush storage bag** keeps wet paint brushes soft, pliable and usable for long periods. The Cry-O-Rap bag is made of a transparent plastic which has high resistance to the passage of air and other vapors and is inert to many solvents and oils, including those found in standard paints. It has the twist-seal type of closure. The bag is being introduced by the Dewey & Almy Chemical Co.

.....**klipnife**, a new cutting instrument is of symmetrical, machined aluminum construction and it may be clipped to the shirt or vest pocket like a mechanical pencil. It is only three inches long when closed. The blade is removed from the barrel by an easy twist and pull and is then reversed and inserted into the handle. The Klipnife is being introduced by Un-



IT replaces old cumbersome headsets.

singer-AP Corp., 1801 Spielbusch Ave., Cambridge, Mass.

.....**earset**, a light-weight earphone, has a flat plastic frame that slips onto the ear and holds a sensitive, rust-proof receiver securely in place. It serves as an efficient, comfortable and convenient instrument for stenographers, technicians, and telephone or radio operators. The entire unit weighs only one-half ounce, and is small enough to slip into a shirt or vest pocket. The single-cord connection keeps out of the user's way and gives greater freedom of movement. The Earset is being marketed by Telex, Inc., Minneapolis, Minn.



BOTH THE PROFESSIONAL and the occasional painter will find these storage bags ideal for keeping paint brushes in good condition. They are inexpensive.



Rancher...manufacturer...publisher prove

Bonanza travel pays

Sundays, Paul Harbaugh goes to church — 200 miles away! He and his wife fly their Bonanza to Oklahoma City from their busy Texas ranch in just over an

hour. Weekdays he rounds up cattle by air and even picks up mail. When roads are snowbound, the Bonanza is often the only transportation moving.



Key men of Reuland Electric Company, Alhambra, California, can now cover all distributors and sales meetings and still keep up with home office work. Two company-owned 4-place Bonanzas double their productive time. Company gives outstanding service with Bonanza emergency deliveries of Reuland Electric Motors. Says Howard Reuland, "Our Bonanzas are paying investments."

Apply Bonanza Transportation to your business

Company ownership of this fast, quiet plane turns travel days into travel hours — time saved you can put to profitable use. Investigate! A note on your company letterhead will bring an informative 60-page brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corp., Wichita, Kansas.

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS



A string of newspapers from Gadsden, Alabama, to Middletown, New York, takes lots of attention. Carmage Walls, president, General Newspapers, Inc., can do it with a Bonanza available for any-time mobility. "Doubles my capacity for work," he states.

Newspaper men find it ideal for spot news coverage. Amazing economy. Pennies-per-mile operating cost.

Top speed, 184 mph • Cruising speed, 170 mph • Range, 750 miles

Beechcraft
BONANZA
MODEL A35

Jobbers' Salesmen Polls Are Management Tools for Topps

BY PHILIP I. ROSS • *President, Philip I. Ross Co.*

Jobbers' men live with the trade. Their intimate knowledge of local conditions can be organized and used to refine sales strategy at the manufacturing level. Topps Chewing Gum's idea is adaptable to many other lines.

Topps Chewing Gum, recognizing the need for effective jobber relations, has put jobber salesmen right up alongside management at Topps sales meetings.

Joseph E. Shorin, president of Topps, believes that decisions which affect jobber salesmen should reflect their opinions of their sales problems. While management's thinking is usually based on market conditions and sales reactions interpreted through figures, attitudes and habits from all parts of the country, Mr. Shorin believes that getting the jobber sales crew solidly behind any program is more than a matter of handing out company directives.

Takes Forward Step

Topps Chewing Gum took a forward step last year in cementing jobber relations when it invited jobber salesmen (running into thousands) to sit in and chin at mahogany sessions for policy decisions. Topps put out a wire across the sales map and contacted every member of its jobber selling family through a highly effective medium of direct sales contact: the "Opinion Poll."

There is no guesswork about any subject or take-off on policy. Topps had its first panel get-together the early part of last year. The panel was comprised of several thousand members of the jobber sales staff in representative sales territories. They were invited to participate in company policy formulation, and were asked to put on judicial robes and pass comment on such first-hand advice as "What did they consider the best type of chewing gum outlets in their territories?" They were asked to list outlets in order of importance. Back came the answers. A percentage of 82 replies was noted, telling Topps just where the chewing gum target

lay. A letter from Topps vice-president, Phil Shorin, in charge of sales promotion, accompanied the poll asking for support in the form of audience participation on the part of jobber salesmen. The letter and rapid response questionnaire were cast in a friendly pitch—in language the jobber salesman is used to. A gift souvenir was offered at regular intervals to jobber salesmen participating in the Opinion Polls.

Copies of the findings of each survey poll were offered for the asking. Jobber salesmen were interested to know how other panel members felt about the questions under discussions.

Topps followed through with tabulation and interpretive summary available to all panel members. Interest in discussions was evidenced by the number of replies and requests for copies of survey findings. All sections of the country were represented, reflecting a representative cross-section of jobber sales opinion.

Other polls followed the first response. Succeeding polls covered topics that influence choice of advertising media based on what the trade reads for news, what the trade thinks of missionary selling, what sales incentives are preferred by jobber salesmen. Room for suggestions and comments formed an integral part of all questionnaires, giving the respondent opportunity to vent steam.

A recent poll on the subject of missionary selling provided an interesting case in point: how jobber salesmen feel about a subject that offers a wide berth of opinions. Missionary men long have been a beehive of contention. Are missionary men helpful to



"Tell him it's 'Buttercup' from Ottumwa, Iowa!"

New cars for your salesmen

No capital investment

AVAILABLE IMMEDIATELY • DELIVERED ANYWHERE

Now you can supply your salesmen with the new cars they need and save money, too. The Globe Auto Leasing plan leases automobiles—brand new ones—to established companies on contract, with rentals payable monthly. All cars covered for fire, theft and collision—delivered and licensed anywhere in the United States. Here are just a few of the advantages to you:

No Capital Investment

No Costly, Inequitable
"Mileage" Payments

Increases Salesmen's Efficiency

Your Costs are Operating Costs
... tax deductible

Write today for our free brochure that gives you complete details on this money-saving plan.



GLOBE AUTO LEASING, Inc.

6150 North Western Avenue, Chicago, Ill. • Telephone: BRiargate 4-2090

Cars delivered to Salesmen anywhere in the U. S. A.

Need help in using SM "Survey" figures ?

Write THE ECONOMETRIC INSTITUTE

The Econometric Institute's ten year background of regional research experience has been joined with the facilities of Sales Management to prepare the estimates in the Survey of Buying Power. Therefore the Institute can provide:

A regional consultative service geared to your particular marketing problem.

IBM listings of Survey material, regrouped according to your sales territories.

Estimates for local areas not shown in the Survey but based on

Survey techniques and sources.

Special analysis of Survey data supplemented by IBM reclassifications when necessary.

Forecasts for local areas, over periods of one to ten years geared to the Institute's national forecasts.

For further information call or write:

THE ECONOMETRIC INSTITUTE

21 East 63rd Street

New York 21, N. Y.



Civil Engineering for Tomorrow's Citizens

Elizabeth's next generation of surveyors, civil engineers, community and industrial builders are now in the classrooms. They learn in a practical way, planning their own play grounds and athletic fields.

Journal school pages, through pictures and special articles, depict these day by day activities that make for a better newspaper . . . a better advertising medium.

**Build Brand Preference
ADVERTISE IN A
Youthfully Minded Newspaper**

Special Representatives:
WARD-GRIFFITH CO., INC.

**Elizabeth
New Jersey Daily Journal.**

with "Accent on YOUTH"

jobber salesmen? Do they help or are they essential in putting over new brands? Do they interfere with salesmen's efforts? Does the jobber salesman like the idea of doing his own missionary selling? How does the jobber feel about the matter? There were all part of a panel discussion.

Answers ranged from praise for missionary salesmen to a specific list of complaints. Topps learned that, while some missionary men are prone to stimulate sales and help jobber salesmen open accounts by paving the way for easier selling, a percentage of missionary men hindered sales when they used pressure, overstocked retailers and generally interfered with the jobber salesman's ability to sell other items in his selling caravan.

Replies were noted sectionally and applied geographically to sales territories across the sales map, establishing a source of various positive as well as negative reactions to missionary selling. In this way, Topps was able to apply findings of missionary selling gripes, as well as merits, to territories where they applied. It is common sales history that what applies to one section of the country does not apply to another. This applies with equal force to men who make up the sales offensive over-all.

100% Response?

Is there such a thing as 100% response? Topps lost no time in getting to the bottom of follow-ups with a system that has produced excellent results.

There are always some respondents who never get around to answering. Topps found that by following up what may be termed delinquent replies, satisfactory contact is maintained with all panel members.

While results of polls are taken as indication of jobber sales preference with regard to policies in effect, as well as programs in the making, the important factor is that such policy shaping is shared with the people responsible for putting it over. If they have had something to say about it, they feel that they are a part of the program and are more inclined to support any plan.

Topps places greater emphasis on the importance of jobber salesmen relations, believing that they have too long been taken for granted and that the success of any program depends on their opinions. No matter how well meaning and well founded company directives, the personal element must be taken into consideration. Topps Chewing Gum believes it has made a good beginning of successful contact with its jobber sales family through the fireside chat Opinion Poll.



PLEASE BE CAREFUL!

THE Management earnestly calls your attention to the fact that everything within its power has been done for the protection of its guests against fire.

However, we cannot protect careless smokers against themselves.

So—please do not drop matches, ashes, or lighted cigarettes on chairs or rugs. Kindly use the ash trays. **Please do not smoke in bed.**

When leaving, be sure all cigarettes, cigars, and pipes are out. This last-minute "look-around" by you may avoid the start of a fire, and possible loss of your life and property. Your cooperation will be sincerely appreciated, believe us!

The Management

Remember - YOU ARE NOT FIREPROOF!

Hotels Grab "Johnny's" Card For Sloppy-Joe Smokers

Philip Morris garners goodwill dividends from a simple reminder card about the dangerous habit of smoking in bed.

"Johnny" is now a fire marshal.

A "Don't Smoke in Bed" card, sponsored by Philip Morris & Co., is finding a place in thousands of hotel rooms as a warning to careless smokers.

Originally developed in response to a request from the National Fire Protection Association and the National Board of Fire Underwriters, the Philip Morris "Please Be Careful" hotel room card is bringing a lot of praise from hotel managements, fire chiefs, safety councils, insurance companies, real estate people.

The card is 6 by 5¼ inches, printed in red and black, and is being distributed to all hotels without cost.

Philip Morris salesmen are enthusiastic about the campaign and are reaping benefits not only in good-will but in sales. One salesman in Oil City, Pa., recently reported this to his home office:

"On checking in at the Anderson Hotel, Clarion, Pa., the manager, A. S. Trunk, asked for some of our hotel 'Fire Cards' and told me the following story: 'Yesterday one of our maids came running to my office to tell me

that she smelled something burning on the second floor. I rushed up there, began checking rooms in the vicinity of the odor and found that one of our guests had gone to sleep with a burning cigarette in his hand. The cigarette had fallen and the mattress was smoldering to such an extent that it was difficult to breathe. I aroused the guest and together we managed to push the mattress out the window. Negligible damage was caused, but the strange thing about this is, this morning I received a letter from our insurance agency with one of your Philip Morris Don't Smoke in Bed cards enclosed, and now you walk in. I certainly hope you have some of those cards with you. The sooner we can get them posted, the less chance we run of a recurrence of yesterday's excitement.'"

Hotel associations are enthusiastic, too. Comments such as this from the New York Hotel Association are coming in every day, says Philip Morris management: "We congratulate you on your constructive fire safety program. This is definitely a program in the public interest."

Here's a Giveaway That Gets Results!



A COMPACT, CONVENIENT TAPE MEASURE

You reach the right people—and they remember your name—when you give them this popular, practical, strikingly-colored Tape Measure. Full, accurate, 48" plastic-coated, cloth-type line. Sturdily built, with spring stop that holds line in place until released. And both sides sell! You get maximum readership at minimum cost! Write for details.

J. B. CARROLL COMPANY

CARROLL & ALBANY AVES. • CHICAGO, ILL.
Specialties for the Advertiser for Over 50 Years



The Building Industry's Salesman— Mightiest Sales Force Man or Magazine in the Building Products Field

Gives you the extra sales power of greater dealer coverage, greater dealer preference, more frequent impact—and at lower cost.

American Lumberman
& Building Products Merchandiser
139 N. CLARK ST., CHICAGO 2

Are You
in this
GROUP?



Then you'll want to know
today's facts about
RAILWAY EXPRESS high-
quality rail or air service,
designed to meet your
shipping needs—and why
this complete service for
one, all-inclusive charge
offers the most value
for your shipping dollar.

Write FOR YOUR COPY

of booklet "Complete Service
for A Single Charge", please
address: Railway Express Agency,
Inc., Dept. 15, 230 Park Avenue,
New York 17, N. Y.



NATION-WIDE RAIL-AIR SERVICE

CAMPAIGNS AND MARKETING

Coffeematic Summer Spotlight

Universal's "Million Dollar Coffeematic" campaign takes a new timely twist during July and August when thousands of dealers from coast to coast will promote Coffeematic iced coffee in an expansive hot weather campaign timed to co-ordinate with iced coffee promotions by coffee associations, coffee producers, chain stores, hotels and coffee shops throughout the country.

Spearheaded by advertising in *Holiday* under the banner of "Takes the Guest Work out of Iced Coffee," Landers, Frary & Clark, manufacturer of Universal products, will reach more than 6,000,000 readers who entertain most during the summer months. This new Coffeematic campaign announced to dealers as the "hottest hot weather" campaign to ring up Coffeematic sales dollars is directed toward the summer entertainment market. Emphasis is placed on the Coffeematic as an ideal device for making coffee and iced coffee.

Coffeematic is backed by a year-long full-color national advertising campaign in *Life*, *Ladies' Home Journal*, *McCall's*, *Good Housekeeping*, *Redbook*, *House & Garden*, *House Beautiful*, *Farm Journal*, *Bride's Magazine*, and *Sunset*, together with inclusion on leading audi-

ence participation radio shows; plus newspaper campaigns in 150 top markets, and a special campaign in Nancy Sasser's Buy Lines in 63 major markets. This additional Coffeematic iced coffee campaign is expected to accelerate coffeemaker sales for Universal dealers. Point-of-sale materials include window and floor displays, counter cards, and folders spotlighting dealer stores as Coffeematic headquarters.

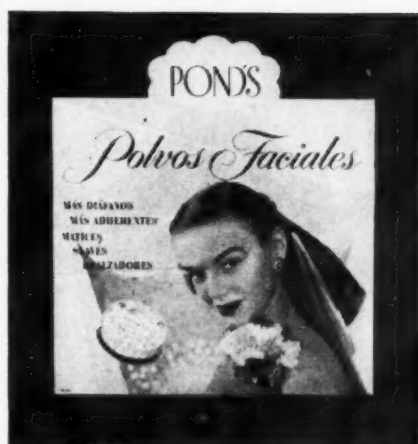
The larger department stores in major cities will be offered special displays. Dealers also will be offered materials for eye-catching window display. Suggested table settings in key traffic spots will be used by dealers to serve iced coffee to customers and each salesperson will be asked to demonstrate Coffeematic iced coffee to consumers. Local newspaper advertising mats to tie dealers in with the national advertising will bring the entire campaign to the point-of-sale level.

In announcing the July-August campaign, W. J. Cashman, director of promotion and publicity, said, "Millions of dollars of advertising and promotion are featured annually in promoting iced coffee and this summer campaign can mean plenty of dollars in extra portable electric appliance sales for dealers everywhere . . . *Holiday's* 6,000,000 readers are good prospects for Coffeematic. They are a



FOR SERVING . . . In Universal's "Million Dollar Coffeematic party" this cut-out magazine cover reproduction is designed to hold the new Coffeematic.

SALES MANAGEMENT



DUPLICATING for Latin-American markets, Pond's full-color display cards have been lithographed by Einson-Freeman Co., Inc.

natural audience for Coffeematic's iced coffee sales story."

The *Holiday* advertising is only part of the promotion, Mr. Cashman pointed out, saying, "It's backed up right through the year with full force of the 'Million Dollar Coffeematic party'."

The advertising agency for Landers, Frary & Clark is Goold & Tierney, Inc.

Revised Ad Technique

Maiden Form Brassiere Co., Inc., is using revised methods of product presentation and larger space in its current advertising placed through William H. Weintraub & Co., Inc.

The new photo-art technique has been created for use in magazine media, beginning with the June issue of *Harper's Bazaar*. An estimated 15 fashion and women's service magazines will be used.

In a series of newspaper advertisements running in 34 dailies in 18 states and the District of Columbia during the next two months, the Maiden Form Brassiere Co. is using larger space to promote one specific model in each advertisement. This supplants the previous method of presenting several styles in each insertion. The newspaper advertisements also employ a double female silhouette technique, with one unit containing the copy and the other featuring the product. Altogether, between 35 and 50 newspapers will be carrying the company's national advertising during subsequent campaigns.

"57 Varieties" Promotion

One of the largest continuous campaigns of national newspaper advertising in the history of the food industry has been launched by the H. J. Heinz Co., Pittsburgh.

In a continuous 52-week schedule of large space advertisements, the maker of the "57 Varieties" will use 140 daily newspapers in 110 major markets. In addition, four-color advertisements will appear in magazine sections of major Sunday newspapers throughout the country.

This campaign includes all the basic newspapers that are members of the American Newspaper Advertising Network—a group of 46 major newspapers in 43 key markets across the Nation. These A. N. A. N. member newspapers alone comprise an aggregate weekday circulation of 12,328,000 and a Sunday circulation of 16,067,000.

Besides the newspaper campaign, Heinz will continue to employ national magazines, outdoor posters, and "neighborhood" posters, supplemented by a substantial program of radio commercials, plus store sales aids.

H. J. Heinz II., president, in announcing the campaign, said, "Our decision to use newspaper advertising on an unprecedented scale reflects several factors. Foremost is its effectiveness at the local level. Through newspaper advertising we can bring a timed, illustrated selling story on our products directly to the attention of the housewives on the very day they are planning their weekly shopping lists. We consider this of major value in promoting immediate business for local food retailers.

"The flexibility which newspaper advertising permits is another major factor. Heinz sells many products. Some are year-round staples. Others are more or less seasonal. Using newspapers, we can advertise different products in different parts of the country at the same time and tie each into our seasonal and sectional requirements.

"We have always been substantial newspaper advertisers. Our past experience, plus current trends in the grocery field, indicates that the time is ripe for the biggest campaign ever," Mr. Heinz added.

Each advertisement will have a circulation of 52,000,000 via daily newspapers. During the special spring and fall campaigns, Heinz will cover 77% of the total daily newspaper circulation in markets accounting for better than two-thirds of all grocery store sales in the United States. Approximately 70% of total Sunday circulation will be used for the four-color magazine section advertisements.

All advertising will be keyed to Heinz sales drives, which will be promoted in retail grocery stores throughout the country by 1,200 Heinz salesmen.

Maxon, Inc., Detroit, is the agency.



CONFERENCES

Conferences individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

HOTEL

New Yorker

Frank L. Andrews
President

34th St. at Eighth Ave., N. Y. 1, N. Y.

WONDERING...

Where to Buy it—

Where to Sell it—

—in New York State?

Industrial Directory of New York State, 1949

Lists 50,000 New York State manufacturing and mining firms, their addresses, names of company officers, principal products and approximate number of employees. Conveniently classified by principal product and New York City or upstate location... The cloth-bound book contains more than 800 pages. A limited number of copies are being offered for sale. Copies will be delivered shortly—as the books come off the presses. Early orders have priority. To reserve your copy, mail check for \$15 with your order to...

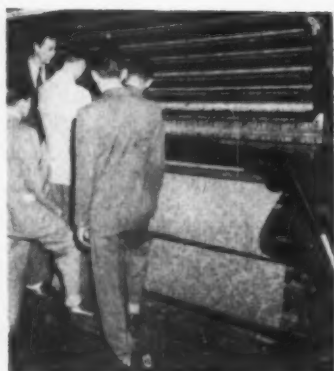


NEW YORK STATE
DEPARTMENT OF
COMMERCE

112 State Street, Room 62
Albany 7, New York



DEALERS WATCH DESIGNERS . . . (above) soon they'll be selling his creations. (left) Here they tour the plant, watching the rugs in the process of manufacture. Another lesson learned!



"SCISSORS, DOWEL, TACKS" . . . two students learn to lay a rug. (left) Teacher shows 'em how to chart a room as they go.



Alexander Smith Helps Dealers Do a Better Job

A vacation while attending school? Alexander Smith & Sons Carpet Company arranges it for dealer representatives with an unusual training school—free, all expenses paid.

The company annually brings retail salesmen, rug buyers, managers and store owners from all parts of the country to its Yonkers mill, puts them up in its sumptuous Guest House, and gives them a one-week course with a two-fold purpose.

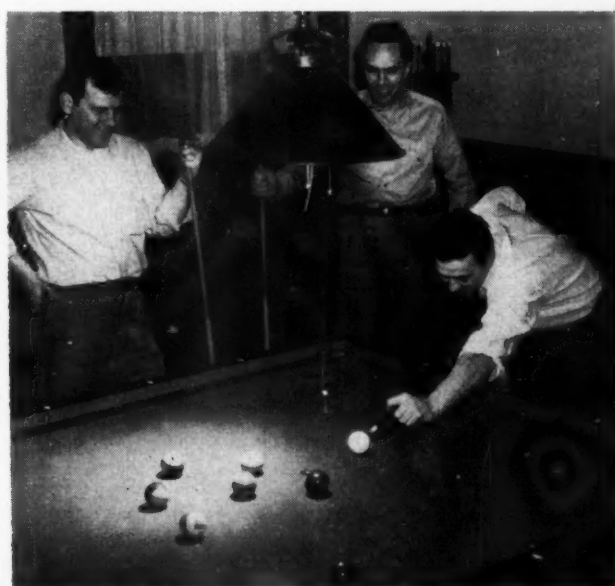
Retailers get a knowledge of carpets and rugs—their design, construction qualities and uses in decoration . . . After this indoctrination they are shown how they can use information to increase sales, insure customer satisfaction.

Classes are kept small (average: 15). And annually, too, Smith conducts a two-week carpet laying course, to give dealers' representatives instruction in techniques of proper carpet installation.

These two pages of pictures practically tell their own story.



THE INNER MEN . . . are being fed. After a morning's "larnin'" the boys are ready for the famous Guest House food before the afternoon session begins.



REST HOUR . . . Guest House provides plenty of diversion. (left) Students visit the New York City showroom.

What Makes a Good Sales Engineer?

BY BURTON BIGELOW AND EDWIN G. FLEMMING, PH.D.

Burton Bigelow Organization, Management Consultants

How does the sales engineer differ from general salesmen? Specifically, how can you spot differences between a good sales engineer and a poor sales engineer? Mr. Bigelow and Dr. Flemming set forth a four-point check list as a guide.

Part II of an article in two parts*

When the sales manager of a technical sales forces undertakes to set up his first hiring specifications, one of his first and most difficult tasks is to decide what relative proportions of technical ability and sales ability are called for in his selling job. He needs also to determine, if he can, what pattern of interests and personality traits characterize the type of men he wants to hire.

The sales manager who is facing the problem of initiating or revising his hiring specifications, may find useful the results of a study we recently made covering 38 sales engineers employed by one company.

These men sold a contract for a tailor-made product, manufactured according to plans and specifications designed to meet the prospect's individual needs. The unit price of the product was high. The sales engineer usually found it necessary, at some point in the negotiations, to deal with major executives and technical men. One necessary qualification for employment was a college degree in engineering.

The 38 sales engineers each took a battery of psychological tests, sometimes called "aptitude tests." These tests measured their interests, their abilities, and a number of their personality characteristics.

There is not space in a short article to give details of all the results, but two of the analyses, we believe, will prove of especial interest—the comparison of these sales engineers with salesmen in general (i.e., salesmen not doing technical selling), and the comparison of the characteristics of

the best and the poorest men within the sales engineers group.

Comparing these sales engineers with the general psychological portrait of salesmen engaged in personal selling, we found these definite and significant differences:

1. Interests

(a) They are more interested in engineering.

(b) More interested in chemistry.

(c) More interested in production.

(d) Less interested in general office work.

(e) Less interested in purchasing.

(f) Less interested in all aspects of selling, including sales management.

(g) Less interested in advertising.

2. Abilities

(a) They are more accurate in their mental processes. The general level of their mental caliber is somewhat higher, but it is the difference in accuracy that is most significant.

(b) They are more tactful and diplomatic in the way they handle people.

(c) They have a better general knowledge of human nature.

3. Personality Characteristics:

The differences in personality are not marked, but the indications are that some of these sales engineers are more sensitive emotionally (per-

haps of a more creative mind), less dominant, less confident of themselves, and somewhat more self-sufficient.

"Good" and "Poor" Sales Engineers

The psychological portrait of a sales engineer, as compared with the average salesman, is not enough to use as a basis for the selection of competent sales engineers. The sales manager still needs to know: How do *good* sales engineers differ from ordinary or *poor* sales engineers?

Comparing the upper half of the sales engineers of this company with the lower half, we found that the better men differed from the weaker in:

1. Interests. The better men were more interested in:

- (a) Engineering
- (b) Production
- (c) Personnel
- (d) Less interested in purchasing.

2. Abilities. The better men had:

- (a) Better mental capacity.
- (b) Better knowledge of human nature.

3. Personality Characteristics. The better men were:

- (a) More stable emotionally.
- (b) More dominant.
- (c) More self-sufficient.
- (d) More self-confident.
- (e) More objective-minded.

To determine to what extent these significant differences between the better and poorer sales engineers would differentiate the men in the two sections, the tests were weighted in accordance with the significance of the differences, with the results shown in the following table:

Table I—Distributions of Weighted Scores of Better Sales Engineers and Poorer Sales Engineers

SCORE	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Better men						1	2	3	1	1	1	3	1	5
Poorer men		1	1	5	4	3	1	2	1					1

* Part I of this article appeared in the June 15 issue of SALES MANAGEMENT.

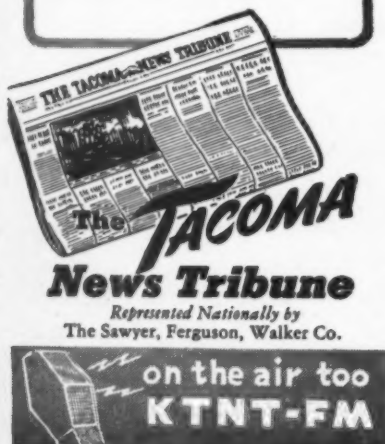
61



FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

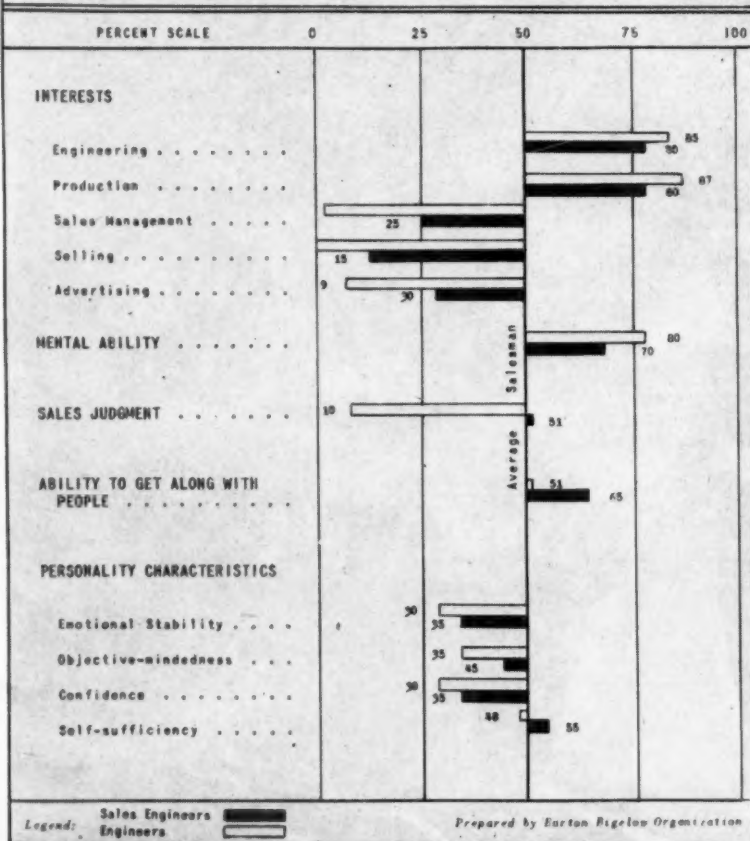
SECOND: Effective Tacoma coverage can't be had with outside newspapers. Facts prove: in Tacoma, the News-Tribune *alone* can do the job.

Write for latest circulation
and coverage figures—
or see
SAWYER, FERGUSON, WALKER CO.



SALES ENGINEERS Compared to Salesmen and Engineers

The bars in the chart show to what extent the average Sales Engineer and the average Engineer differ from the average Salesman. A comparison of the bars indicates also how Sales Engineers differ from Engineers.



HOW THEY DIFFER: In this chart, interests and abilities of 38 sales engineers are contrasted with those of a group of 78 engineers. Also see text on this page.

Ninety-five per cent of the better men score 7 or more, whereas only 26% of the poorer men score 7 or more. Of all the men who score 7 or more, 78% were among the better men, whereas only 50% of those the company had in its employ were better men.

To throw further light on this problem of selecting qualified engineers to do sales work in the field as sales engineers, we compared the 38 sales engineers with a group of 78 engineers. The results showing how engineers differ from salesmen and sales engineers is shown in the chart on this page.

Note particularly the extremely low ratings of engineers on sales interests and advertising interests, and on judgment in sales situations.

Of some significance, too, are the differences in personality characteristics, the engineers being less stable emotionally, less objective-minded,

and less confident than salesmen in general, and even somewhat less so than sales engineers.

The findings of this study can be summed up and formulated into manpower specifications for a position as a sales engineer with this company as follows:

1. Interests:

(a) The candidate for a sales engineering job should be interested in manufacturing and production processes as well as in engineering.

(b) He should be interested in people and their personal problems. This does not mean that he must necessarily be a "good social mixer." It means rather that he should have an intelligent social consciousness and an absence of social shyness.

(c) He should have at least a moderate interest in selling. He need not

be highly interested in selling as such, but should have an outlook and a pattern of interests consistent with those of a sales manager. Interest in purchasing should not be pronounced.

Indeed, experience indicates that unless an engineer has a real interest in selling, and unless he has an understanding and appreciation of the problems confronting the sales manager, he should not even be "tried out" as a sales engineer. This is especially true if the engineer-applicant has a poor basic knowledge of sales techniques. If he does not already possess a minimum capacity to use the arts of persuasion, and lacks interests in common with salesmen and sales managers, he may be able to learn, theoretically, how to sell, but it is extremely doubtful that he will forsake the scientific and logical approach to sales situations and use effectively the persuasive tactics which are more largely concerned with emotional appeals, and which are necessary to get actual orders.

(d) He need not be interested in advertising and merchandising.

2. Abilities:

(a) He should have a superior mental ability. He should be both fast and accurate in his thinking. This does not necessarily mean that he had high grades in college. The grades he made in elementary school are a better indication of his mental caliber.

(b) He should have better than average capacity to get along with people. He should be tactful. The level of his social culture may be a cue to this tact. He should be free from social prejudices, and not be opinionated about social problems. He should be socially tolerant.

(c) He should have a better than average judgment of what to say and do in a sales situation. He should be persuasive—this involves both the use of clear logic and emotional appeals to the self-interest of the other fellow.

(3) Personality Characteristics:

(a) He should be independent but not aloof nor retiring. He should be able to work on his own but not be seclusive. He should respond to people but not be dependent upon them.

(b) He should be stable emotionally but also possess warmth, sensitivity and understanding.

(c) He should be able to control an interview and keep a conference on the track toward his objective but not be high-pressure or domineering.

(d) He should be confident of himself when he has the facts, but not a bluffer when he doesn't know.

(e) He should be able to look upon his problems and those of others impersonally and impartially and at the same time be able to put himself in the other fellow's shoes, and to understand his point of view.

Experience, not only in testing and selecting sales engineers, but in training and operating them, indicates certain weaknesses which seem to be broadly characteristic of the sales engineer type of salesman.

First, our experience in training and reorienting sales engineers for today's competitive selling indicates that many sales engineering groups are sent into the field with a basically incorrect attitude about their jobs. This is the "I'm-a-counsellor, not-a-salesman" concept, a stiff-necked professionalism, and aloofness, a feeling of superiority which often affronts even their professional brethren on the research and buying side of the desk.

Perhaps it is too much to call this deliberate and conscious "intellectual exhibitionism"—but that is what it looks like from the other fellow's point of view. Regardless of what you call it, this attitude interferes with selling in two ways:

1. It causes the sales engineer to cease his efforts when he has "counselled"—just at the point where sales effort is likely to be most needed and most effective.

2. It sets up a subconscious (sometimes outrightly conscious) barrier between himself and the buyer, particularly if the buyer is not a technical man, as is more often than not true of purchasing agents, for example.

We have endeavored to trace this attitude to its sources. We believe it derives from a feeling of academic superiority, a sense of mastery in technical matters. The typical sales engineer is strongly tempted to indulge this feeling of superiority, especially in the presence of non-technical men, the particular occasion where, in fact, it seems to work the most harm. (We repeatedly have seen the simple act of using a slide-rule too adroitly before a non-technical buyer stir up ill-concealed resentment.)

This over-emphasized technical superiority has bad results, not only because of the moods that grow out of it, but because the sales engineer

"Advertising's Low Budget Miracle"

"The Modern Approach To Millions of House- wives At Modest Cost"

Yes, we've been pleased with the descriptive phrases coined for Jessie's Notebook—but we haven't been surprised.

It's just impossible to put a sales message into 17,500,000 homes without doing business in a big way. . .

That's 43% of all the homes in America and through Jessie's Notebook the food and household product advertiser reaches them regularly at low cost and with an amazingly high readership, backed by the personal endorsement of one of America's foremost homemaking authorities.

Through Jessie's Notebook, advertisers do business in a big way . . . at a profit.

JESSIE'S *Notebook*

420 Lexington Avenue New York 17, N. Y.
5 No. Wabash Avenue Chicago 2, Illinois
Lexington 2-1434 Financial 6-1051

PRICES AND OFFERINGS FRESH EVERY MONDAY 5000 - 6000 QUOTATIONS

ON CHEMICALS AND RELATED
MATERIALS

only in

OIL, PAINT and DRUG REPORTER

and
in O.P.D. more pages of advertising on chemicals and related materials than appear in all other chemical publications of national scope combined.

O. P. D., 1948, 2957 pages (big tabloid size) 18% more than the sum of all chemical materials advertising carried by the five other leading papers in the chemical field.

O. P. D. is must reading for an executive or purchasing agent who buys even a single chemical item.

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

May we send you a sample copy of O.P.D.?

Oil, Paint and Drug Reporter

THE CHEMICAL MARKET AUTHORITY
SINCE 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

©Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long, 0544
©Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette
Park Pl. Drexel 4338 © San Francisco 4—The Robt. W. Walker
Co., 68 Post Street, SUTTER 1-3568.

who is constantly showing off his technical knowledge never seems to have time left to do the essential selling. We have found this negative situation to prevail in businesses as widely different as pharmaceuticals and electrical power plant equipment. The persistent showing-off of too much technical knowledge seems to be a positive detriment to the sales effort in almost every technical selling job.

The sales manager would seem to have at least two avenues of escape from this dilemma:

1. He can hire men who are not so highly trained technically.

2. He can give technical men much more extensive training in sales methods, to more nearly balance their technical and their sales knowledge.

Our experience compels us to lean toward the second remedy. This gives the sales manager a sales force really equipped to meet both technical and sales emergencies.

Furthermore, if the sales engineer is trained in the *buying* process, if he understands human motivations, and knows how habit and contentment inertia holds back action, if he understands how traditional conserv-

atism, in most successful companies, puts the brakes on spending—and if he has been trained in the selling processes necessary to overcome these sales barriers—then he recognizes that just as much genius is called for in *selling* as in *technical counselling*. Once the sales engineer takes as much pride in his *selling* ability as he does in his *technical* ability, once he realizes that his technical advice is all wasted—both for himself and the buyer—unless it is clinched with a sale, then the sales manager's problem in this sector, is well on the way to being solved.

However, before technically trained men are selected for sales training, the sales manager should assure himself, preferably through the use of psychological tests, that they have at least a modicum of interest in selling and merchandising and are not so scientific and technical as to avoid, if not scorn, emotional appeals to stimulate action.

The wrong slanting of field effort is not solely the fault of the sales engineer; it is equally the fault of management. Spending millions in technical research, they have slipped into the attitude of "We've got the

wonderful new products—you come and get them."

At the conclusion of two sales training programs in one of America's largest chemical companies two years ago, the president said: "Since this training started, this company has made an important discovery: We have discovered *selling*! Heretofore, we have relied on our research and development work to expand our business. We realize now, for the first time, that the best new products meet with resistance in the minds of the men who must buy them. We now see clearly that selling knowledge, not technical knowledge, is the remedy for that resistance. Up to now, we've been selling with a staff of one-legged men. We have now given them the other leg—selling!"

This company, the week before this article was written, reported the largest peacetime sales in its history. For it, the new "research-plus-selling" concept, arrived at only two years ago, seems to be paying dividends.

To sum up: If we were to select out of many years' experience in dealing with salesmen of technical products, the four most significant findings applicable to present-day selling, we would choose these:

1. Management must first accept the "research-alone-is-not-enough" concept and recognize that today's markets call for "research-plus-selling." Then they must implement this concept.

2. Sales engineers should be selected, not only for their technical ability but also for their "trainability" as salesmen. For this purpose, carefully formulated interviewing procedures plus psychological tests should be used.

3. Sales engineer applicants must be given thorough training in selling techniques, so that they become balanced technical salesmen, not mere technical counsellors.

4. The technical sales force must be continually motivated to give proper emphasis to selling as the only profitable end-product of counselling.

When these four steps are taken, the sales force becomes a fighting, result-getting unit that can get business in good times and bad, and against any competition, whether that be the competition of human inertia or of other companies' good new products.



"You've been selling him for two hours—close the deal and get to bed!"



Illustrated: Milprint Lustrro printed heat sealing aluminum foil.

*This insert produced by Milprint, Inc., Lithographing Division



Use Milprint "Follow Through" service

Give your packaged products extra "push" at the point of sale. Milprint will plan and produce colorful, effective displays, cards, booklets, broadsides for you. Get them all at one stop — Milprint.

Milprint heat sealing aluminum foil overwraps keep Wortz Crackers fresh by keeping moisture *out*. In Pioneer Frozen Food packages Milprint foil overwraps are used to seal moisture *in*.

Milprint designed, both packages are winning new customers in new markets every month. Here, indeed, is a happy wedding of beauty, for sales appeal, and utility for product protection.

Whether you package foods or fashions, novelties or notions, it pays to put Milprint skill, ingenuity and knowledge to work for you. Our large staff of creative artists and merchandising experts will work on your problems, utilizing the widest range of packaging materials and printing processes available from a single source. Call your local Milprint man or write today.

OUR 50th YEAR
1949

Milprint INC.
PACKAGING MATERIALS . . . LITHOGRAPHY & PRINTING
GENERAL OFFICES, MILWAUKEE, WIS. • SALES OFFICES IN ALL PRINCIPAL CITIES

Printed Cellophane, Pliofilm, Acetate, Foil, Glassine, Plastic Films, Lithographed Displays, Printed Promotional Material



sports cartoonist in postage stamp space...

Of recent months, readers of News sports pages have been getting a chuckle out of cartoon sequences by "Leo" ... who can put nine panels of sports savvy, humor, action and good draftsmanship in 5 inches on 2 columns. The customers have been asking about the artist.

"Leo" turns out to be Leo O'Mealia... a braw youngster in his sixties. He started in Rochester, was brought to New York by Winsor McCay, later became a protégé of Tad... did a syndicated comic strip called "Wedlocked" seventeen years, and freelanced for a period, before coming to The News ten years ago. He is responsible for the text break spots in Jimmy Power's column "Powerhouse"... occasionally illustrates Sunday features, is a vacation substitute for Batchelor on the editorial page.

"Leo's" use of space is typical of News sports pages which pack away a lot of news and comment, and satisfy more readers than any other newspaper sports pages published... Typical, too, of the whole content of The News, which makes its small pages so potent and profitable to advertisers by exposing their sales messages to seven of ten families in New York City... a majority in every neighborhood, social or economic bracket, and everybody's market!

And The News makes advertising and selling the country's major metropolitan market easy and cheap... has abolished the old expensive all-out effort once necessary. If you aren't in The News, you aren't getting as much business as you might in the New York market... And if you aren't in the New York market, The News can help to put you in—fast and right!... Ask any News office how!



Fancy Dan

—By Leo



THE NEWS
New York's Picture Newspaper



Don't Neglect Advertising, Warns Big Steel's Sales Chief

Give advertising the same day-in and day-out attention you accord your sales staff, says U. S. Steel's David F. Austin at convention of National Industrial Advertisers.

How should top management of marketing view advertising—specifically, industrial advertising?

The answer to that question was spelled out by the vice-president in charge of sales of the U. S. Steel Corp. of Delaware, David F. Austin, in the keynote speech at the 27th annual convention of the National Industrial Advertisers Association, in Hotel Statler, Buffalo, June 13. Mr. Austin said, in part:

"In the years to come, the jobs . . . the income . . . the happiness . . . the hopes . . . the fate . . . of more than 140 million Americans will rest largely in the hands of less than half a million of those Americans.

"Who are these half million? They are not Government officials. Nor business executives. Nor labor leaders. These half million are the salesmen of America.

"Too many people believe that production is the key to the solution of our troubles.

"But *you* know, and I know, that

we can produce from now until the end of time, and unless the output is sold, the result is an unhealthy inventory and a sales-liquidation problem entailing frightful losses. This is *not* a visionary picture; it has happened often and it can happen again.

"It has always been true that too many people go into business because they know how to *make* a product, while too few know how to *sell* a product.

"It is much more important for a business to own a *market* than a *mill*. Anyone with capital can erect the nearly perfect source of supply. This constitutes a tangible asset; but, unless the product can be sold at a profit, the physical property represented by the producing unit becomes, overnight, a heavy liability.

"How can the industrial advertising men, and management which directs them, help these 'prime movers' to do all the amazing things of which they are capable?

"As one charged with the sales re-



"It is more important for a business to own a *market* than a *mill*."—David F. Austin, vice-president in charge of sales, U. S. Steel Corp. of Delaware.

sponsibilities of a corporation which assigns a very large share (about 79%) of its advertising budget to the industrial field, it will not surprise you to know that, over the years, I have formed some very definite opinions about industrial advertising.

"Disregarding certain outstanding exceptions, I am forced to the conclusion that there are too many men in this work who, either consciously or subconsciously, feel that they have been assigned to advertising's 'dog house.' They incline to the view that they are not in 'the big time.'

"I wish that those whose vision has been distorted by the so-called glamour of consumer advertising . . . those whose horizons have moved closer, rather than farther into the future . . . those whose eyes fail to see the challenge which lies at their very doorstep . . . I wish that those men would move into other areas—or change their point of view. They are not the men on whom we dare rely to develop the firepower to back the attack of our sales force.

"Some industrial advertising men with whom I have discussed these matters, and who agree heartily with my idea as to what their attitude *should* be, have posed *this* problem.

"'Good!' they say. 'Fine! But,' they continue, 'you don't know *my* Sales Vice President. In the first place, he only half-endorses industrial advertising. He keeps it in the budget only because the competition does . . . but down deep in his heart he wonders whether or not it's worth the money we spend. As a result, every time I talk to him about what we *should* do,



Photo by Fortune Magazine

BLUE RIBBON WINNER: The National Industrial Advertisers Association's premier award for the best Publishers' Sales Presentation went to *Mill & Factory*. K. J. Bayer (left) pres., Industrial Marketing Club of St. Louis, presents plaque to Arthur H. Dix (right), director of research, Conover-Mast Publications, N. Y. C.

The Largest-Selling mass men's magazine
is the **LEGION MAGAZINE**

ABC Net Paid Circulation
(Period ending December 31, 1948)

3,031,838

is "mass magazine" space getting too costly
for your men's product budget?

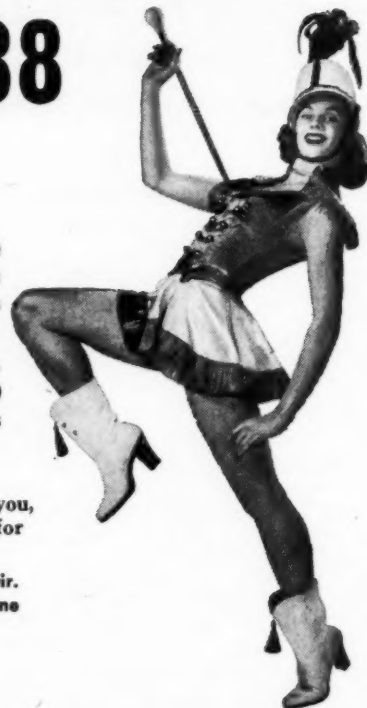
**LOOK AT
THESE FACTS**

1. More men read each 100 copies of the *American Legion Magazine* than any other "mass magazine," says Starch.
2. The *American Legion Magazine* costs only \$1.90 per 1,000—less than any other mass magazine for men.



If these facts intrigue you,
drop a "collect" wire for
full details to:

Mr. Fred Maguire, Adv. Dir.
American Legion Magazine
1 Park Avenue
New York City



he gives me that pitying look you give a sick child who wants to get out of bed before he's well. He tells me to be patient. He tells me that the finance committee is giving him a rough time and that more money is out of the question. He tells me what fine things the editors of our trade papers have told him about our ads. He says, 'Take it easy Joe. You're doin' all right.'

"The second segment of my view of industrial advertising concerns the attitude of management. Have we in management fully explored the potentialities of industrial advertising? Have we in good faith analyzed the efforts of our advertising staffs to make easier the paths of our industrial salesmen?

"Continually, throughout the year, management is concerned with sales quotas, with price, with availability, with problems of market research, operations, with problems of personnel, even with expense accounts!

"Then, annually—behold the budget! And there one finds the assignment of funds for advertising and, as is often the case, under a sub-heading one finds the proposed appropriation for that segment of advertising

which is broadly termed, 'industrial advertising.'

"Management takes a quick look.

"If the request contains no startling ups or downs . . . if it seems properly related to the over-all advertising budget, then management haphazardly okehs an appropriation which, according to the effectiveness of the staff man responsible for the application of those funds, may be far too large, far too small, or even may be designed for expenditure in an area where the effort may be partially or totally wasted.

"Such casual coverage is unwarranted, even if the manager of advertising is a paragon of excellence.

"What is a realistic explanation covering the casualness?

Apply Basic Principles

"It is my own opinion that the explanation lies in the tendency of management to lose sight of the basic fundamentals of selling . . .

"There are usually five steps which must be taken to consummate a sale:

"First, those who directly or indirectly control purchasing must be contacted.

"Second, interest must be aroused

in the product.

"Third, a preference for the product must be created.

"Fourth, a specific proposal must be submitted, applying the product to the buyer's problem, and

"Fifth, and most important, the transaction must be completed—the order secured.

"In the early days a salesman undertook to accomplish each of these five steps, unaided. He contacted, aroused interest, created a preference, made a specific proposal, and secured the order. Today, however, at a relatively low cost per dollar of sales volume, and with a tremendous saving of the salesman's time, the first three steps are accomplished, in large part, by advertising. This is particularly true of well-planned, carefully timed, and properly executed industrial advertising, built upon individual product needs. It contacts the people who control purchases, arouses interest in the product, and creates a preference for the product.

"If management loses sight of the part played by advertising, we should not be surprised if management takes a casual, annual view of industrial advertising.



PRESIDENT-ELECT: Bernard M. Dolan

"If management has a continuing, month-in—month-out responsibility to salesmen, to managers of sales, then management has a continuing responsibility to advertising. If management is concerned day after day with volume, then management is concerned week after week with advertising. Sales management's primary daily function is to keep the sales force continually effective; hence, under no circumstances, can management afford to treat lightly, and to examine but once a year, a function which serves the salesman by aiding him in the accomplishment of three-fifths of his task."

Action Taken at N. I. A. A.

Industrial marketing on the Pacific Coast will be saluted in 1950. For the first time, the 27 year-old National Industrial Advertisers Association, will stage its annual convention on the West Coast, in Los Angeles, in 1950.

For its president, N. I. A. A., meeting in Buffalo, at Hotel Statler, June 12-15, elected Bernard M. Dolan, manager of merchandising, Peter A. Frasse & Co., Inc., New York City. He takes office in September, succeeding William A. Marsteller, advertising manager, Edwards Valve Co., Chicago.

The Chicago chapter, N. I. A. A., took the \$1,000 award offered by the McGraw-Hill Publishing Co. to the chapter "which has made the most valuable contribution to the advancement of industrial advertising as a constructive force for social and economic progress." The award was presented by William K. Beard, Jr., McGraw-Hill vice-president, to R. B. Putnam, president of the Chicago chapter.

For the "best use of industrial advertising . . . and the best documentation of such use . . . in making more effective the selling of products or services to industry," the award of Putman Publishing Co. was given to Lyon Metal Incorporated, Aurora, Ill., and to its agency, Reincke, Meyer & Finn, Chicago. Putman's president, Russell L. Putman, presented checks for \$1,000 each to the Lyons' advertising and sales promotion manager, Leonard Rhodes, and to Reincke's vice-president, Gordon E. Taylor.

Editorial achievement awards were presented to 63 publications by *Industrial Marketing*.

tele commercials... minute movies... business films...
produced by combining dramatic originality
with basic sales sense.

Reid H. Ray Film Industries

2269 Ford Parkway - St. Paul, Minnesota - Emerson 1393

208 So. LaSalle Street - Chicago, Illinois - Financial 6-0897

Write or phone now for a screening. No obligation.

California Hotels Set Out To Increase Unit of Sale

As told to a Field Editor

BY FRED F. HARRIS

President, Southern California Hotel Association

With business leveling off from war peaks, the Southern California Hotel Association recognizes—and tackles—a point-of-sale problem. They are developing specific plans to get guests to stay a little longer, have more fun.

Toward the end of last year tourist business in Southern California began to level off from war peak. We have as many tourists, but they do not stay as long or spend as much money. Drop in average stay is now from 4.9 to 2.3 days. Room occupancy is down 30%.

This is a continuing tendency, reflecting national conditions. Our association therefore decided that some-

thing could be done about it. The tourist dollar means a great deal to this region. The tourist business is the second largest source of new revenue, exceeded only by aircraft manufacturers. When visitors spend less with hotels, our purchases from suppliers shrink. Theaters, retailers and others suffer in proportion.

What we have developed might be called a point-of-sale plan for the ho-

tel business and other businesses that share its fortunes, good or bad.

We studied the situation, gauged losses in food, beverages, laundry services and other lines which are affected directly, and came to the conclusion that we had a selling job to do with the guests on our hotel registers. Through the All-Year Club of Southern California this region spends around a half million dollars yearly to attract visitors. They were coming in the same number. It seemed to be up to us to sell them more rest, recreation, entertainment or whatever they had come for while they were here.

First, we adopted a theme and a slogan: "Stay Another Day and Play in Southern California. It's an Investment in Good Living." This was dramatized and made workable in a drawing, to be used by our 240 member hotels and any other business on letterheads, menus, postage meters, folders, book matches—wherever visitors are likely to see it, while they are here and before they come.

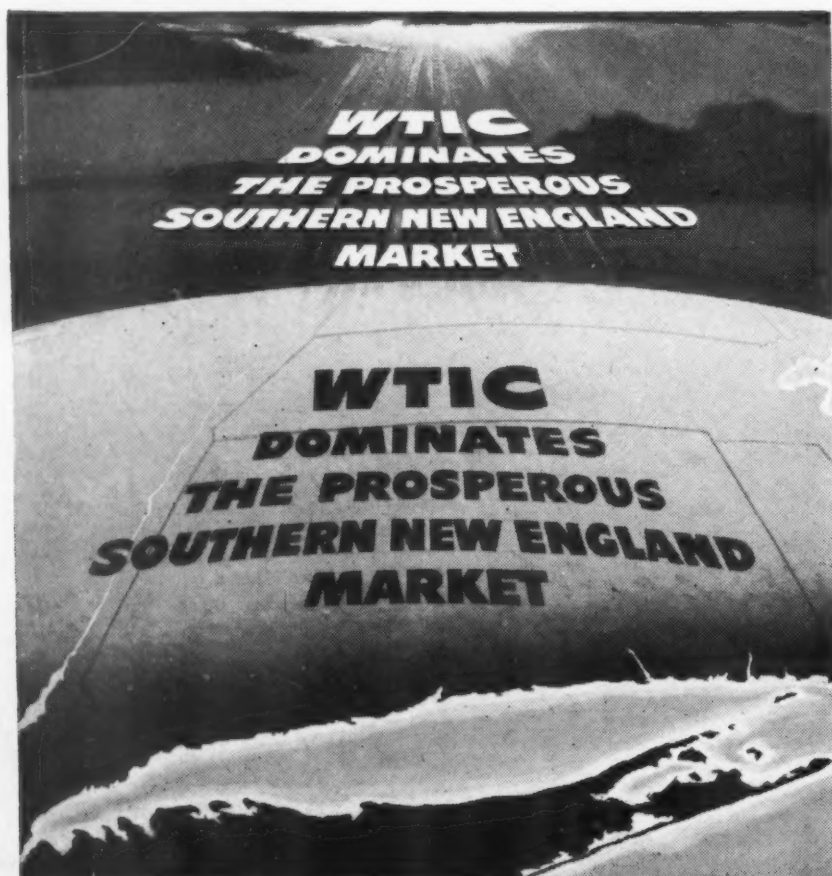
Our next step was to prepare a weekly folder to put into guests' key boxes, calling attention to daily events and places of interest. Training the present generation of hotel people in merchandising loomed up as an important part of our problem. We had forgotten how to merchandise our region. For nearly 10 years our problem had been to stretch accommodations, and nine out of 10 people in our business had forgotten how to sell, if their experience went back to pre-war days.

Action Calendar

Typical events for one recent week: racing, baseball, yacht regatta, light opera, theater for children, art exhibit, fashion shows at large stores, movie and radio studios, theaters, festivals in outlying communities such as Ojai with nine musical concerts, two readings by Charles Laughton, and folk dancing. To know what's going on in many places is a formidable task in itself, for some smaller communities have local festivals of great interest. We have set up a calendar on which such events are listed throughout the year. From this list the key-box folders will be made up.

Visitors want to know what they can do and see. A suggestion may lead to their staying over another day or longer. One more day at the present time means one-third more business.

On one folder, the association points out that "your hotel will be pleased to extend your stay another day or two." Even if you don't, the hotel says "Thanks for being with us."



Paul W. Morency, Vice-Pres.—Gen. Mgr. • Walter Johnson, Asst. Gen. Mgr.—Sales Mgr.

WTIC's 50,000 WATTS REPRESENTED NATIONALLY BY WEED & CO.

We had never merchandised what to see and do. Employees of hotels cannot be asked to remember all events. If they did, they might not make the appropriate suggestions. Some visitors prefer sports. Others prefer cultural events. Women are interested in Los Angeles fashions. Men want to see industries.

Our first folder for the Los Angeles area is now used by 65 hotels, with excellent results. We have prepared a different one for 12 hotels in San Diego. Others are in preparation for Santa Barbara, Long Beach, and Catalina. Other hotels will want them as they feel the pinch of reduced registrations.

Another folder is designed for mailing to guests who have made reservations. This is published by the Gray Line Motor Tours, and describes numerous tours, with time and fares. The sightseeing company finances this folder. The hotels distribute it to sell another day or more while trips are being planned.

"The Mañana Girl"

Our point-of-sale program for 1949 and 1950 will include other features. We intend to christen a beautiful girl "The Mañana Girl," and send her touring throughout the country to express the hospitality of our region. On transcontinental radio gift shows such as "Queen for a Day," "Meet the Mrs.," "Bride and Groom" and others originating in Hollywood, the stay-another-day theme will be included by having hotels give the winners rooms, breakfast in bed, dancing, dining.

We are organizing a baby-sitter service to take care of children for guests who want to stay another day.

We will shortly start educational programs for hotel employees, policemen, public officials and others who come in contact with visitors, and will enlarge the plan in various ways. These details are in the hands of Charles Levitt, Smalley, Levitt & Smith, Inc., Los Angeles advertising agency.

Compared with the promotion that brings tourists to Southern California, such a plan can be financed on a modest basis. Its advertising is largely restricted to literature, mailings, selective radio announcements and media that reach our guests while they are within our doors. The proper spirit among our employees and those who deal with tourists will mean more than half the success of the plan. This we will accomplish through training.

In short, what we are doing is "impulse" selling. The guests are with us, have spent considerable money to

get here and enjoy themselves, and are expecting to leave tomorrow. "Stay another day and enjoy this or that event," is suggested. Dollars were spent against competition to persuade them to come here. Less than a penny for each dollar makes it possible to prolong their visits.

Our financial plan, covering two years, includes a committee of 100 businessmen in supply, travel, entertainment and related lines, for moral support. They have agreed to participate in financing the plan for two years, at \$10 a month, and to help sell

the "Stay Another Day" idea to their patrons and employees. Its importance to them is shown in the fact that more than half the tourist expenditures in this region are for recreation, motor travel, clothing and other merchandise. Hotels get about one-fifth for accommodations, and about another quarter is spent for food inside the hotels and outside.

The tourist trade is a large part of our living. Serving it, giving it more for its money, is a job to be taken over by that part of the community that shares the tourist dollar.

FACTORY JOBS FOR 3000 IN PROSPECT HERE

Sell the people who read the NEWS...

... and you sell the WHOLE BUFFALO MARKET

98.6% city zone coverage

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Western New York's Great Newspaper"

KELLY-SMITH CO., National Representatives

The Fifth Freedom: The Right To Sell—and Be Sold

There are no professional sales managers and no customers with complete option of choice in totalitarian economies. We must, therefore, zealously guard the right to sell—and be sold—if we want to preserve the American Way.

The great art of selling is the principal thing that stands between the social and economic superiority of the American people on the one hand and the relatively backward status of the peoples of the rest of the world on the other hand.

Make no mistake about it. The conflict of ideologies involving social, religious, political and economic differences which has plunged us into a cold war of world-wide proportions centers around the concept that we believe in selling and being sold, whereas the dictators, the super socialists, the totalitarians, the statisticians and last, but not least, the Communists, believe in telling and being told.

Our freedom to sell and to be sold must at all times embrace social, religious, political and economic phases in the broadest sense. Freedom to sell and to be sold, under all headings, is the fundamental of our ideology; and at the same time the spark plug to our realization of the most bountiful life which in all history has ever been accorded to the people of any country.

Civilization at Crossroads

Civilization on other than a barbaric imposition and inquisition basis is at a crossroads, and the right to sell and to be sold is the principal barrier between the persecutions which characterize dictatorships under whatever name and the freedoms and abundance which characterize modern America. Small wonder then that we of the selling profession should feel proud of our work. In the performance of our daily tasks, however practical and realistic, we are also performing an idealistic role in good keeping with the teachings of God.

Such talk is not irrelevant because without freedom of religion all other freedoms sink to insignificance, if, indeed, they are even permitted to exist. In a Communist state, you cannot sell and be sold religion. This contrast, all by itself, explains why we who believe in selling never can brook Communism.

BY RAYMOND BILL*

Publisher, SALES MANAGEMENT

Communism provides no real place for the profession of selling, for sales executives, or for the practice of openly selling goods and services.

All this leads to a question: Granted that Communism has no place for legitimate selling, how essential is commercial selling to our own way of life? The answer: Selling is the indispensable gasoline of our economic motor, the fuel without which we could never have moved forward to the high levels which make us the envy of the rest of the world, and without which we cannot hope to move further forward in our individual and collective standard of living.

That is a big statement but one which is readily provable.

Theoretically, a national economy in which everybody produces will offer the most to the people of that nation because there will be more goods to divide. Actually, illogical as it may seem, the reverse is true. Production does not precede markets. On the contrary, production must follow the development of markets. Fortunately, proof of the accuracy of this premise is not hard to find, even though this fact has not been as widely heralded as it deserves to be.

Low Living Standards

In the first place, all nations having a high percentage of gainful workers engaged in production are outstandingly low in their living standards. China, India and Mexico are good examples, although the latter two are making valiant efforts to develop their economies along lines which will decrease the percentage of workers engaged in production.

* Condensed from an address before the Annual Meeting of Hotel Sales Management Association in Miami Beach, Florida.

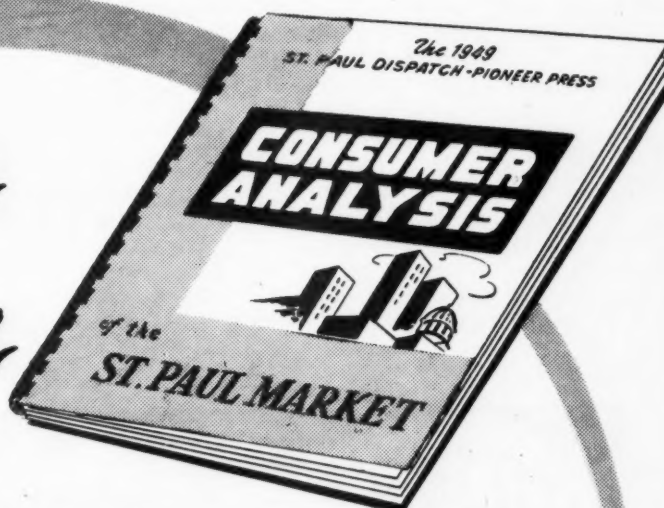
In the second place, the living standards of a nation are directly proportional to the percentage of its gainful workers who are engaged in distribution and selling and the services which go along with them. Often, mechanization and industrialization are given sole credit for improved living standards. Actually, however, mechanization and production never get very far unless the sales job is done first. Hence, we will always find a relatively higher percentage of the gainful workers engaged in sales and distribution in any country where industrialization has moved up. But don't let anybody kid you as to which has to come first—sales or production. Sales always have to come first in an economy which is raising its living standards.

Emphasis on Service Workers

In the third place, the United States where living standards are, by a wide margin, the highest in the world, has a smaller percentage of gainful workers engaged in production than has any other nation in the world. It will surprise some to know that the United States Census figures show a rapid decline in the percentage of our production workers and a rapid rise in the percentage of our distribution and service workers, as our standard of living has been going up.

Today, on a so-called peacetime basis, about half of all our gainful workers are engaged—and must be engaged—in distribution and service. I say "must" because we would have terrific national unemployment if a substantially higher percentage of our workers had to find employment in production. There wouldn't be—there couldn't be—enough jobs to go around. For example, only 70 short years ago 70% of our gainful workers were engaged in agriculture. Today about 18% are so engaged, and yet we are producing more agricultural products than at any time in our history. Think that one over when pro-

A Consumer Evaluation OF YOUR PRODUCT...



UPON REQUEST

Here is an excellent opportunity to see your product through the eyes of St. Paul consumers.

The 1949 St. Paul Dispatch-Pioneer Press Consumer Analysis is the 3rd annual brand preference survey of the St. Paul Market. It is a 160-page, fact-filled research report which measures the primary demand of 130 product classifications and selective preference for 1,500 brands, including Foods, Soaps, Toiletries, Beverages, Home Appliances, and other general consumer buying habits.

The St. Paul Consumer Analysis is additionally important to you for it is standardized with consumer analysis studies conducted by 13 other newspapers throughout the country. These newspapers are:

- The Milwaukee Journal
- Omaha World-Herald
- Philadelphia Bulletin
- Indianapolis Star and News
- The Columbus Dispatch
- The Fresno Bee
- The Modesto Bee
- The Sacramento Bee
- San Jose Mercury Herald and News
- The Seattle Times
- Illinois Newspaper Markets
- The Birmingham News and Age-Herald
- The Salt Lake City Deseret News

Use This Coupon

Please send me free of charge a copy of the 1949 St. Paul Dispatch-Pioneer Press Consumer Analysis . . .

Name
Position
Company
Address
City State

National Advertising Dept., St. Paul Dispatch-Pioneer Press,
St. Paul 1, Minnesota or Ridder Johns Incorporated
342 Madison Ave. Wrigley Building Penobscot Building
New York City Chicago, Ill. Detroit, Mich.
Wesley Temple Bldg.
Minneapolis, Minn.

ST. PAUL DISPATCH-PIONEER PRESS

duction-for-use theorists try to slander the profession of selling.

Chiefly dependent on the type of industry, research shows that in factories one salesman keeps factory production jobs going for from 17 to 300 workers. As manufactured products proceed through the channels of wholesale and retail distribution, the number of distribution and service workers necessarily and fortunately increases enormously until, as already stated, we find about half of our gainful workers engaged in distribution and service, and much of that service is directly incidental to distribution.

In consequence of all this, it is not difficult to conclude that the right to sell and be sold is quite as essential in the commercial sphere as is this same right in the religious and moral spheres. Indeed, our economic welfare depends in major degree on this right being given the widest possible play.

Selling is currently the most essential factor in the operation of our national economy. Why? Because 1949 marks the first post-war year in which our economy as a whole is moving from a sellers' market to a buyers' market. We still authorize

colossal expenditures under such headings as Military Outlays and Foreign Rehabilitation which help us to weather the shock of this transition, but top emphasis must today be placed on selling as distinguished from finance and production.

In 1948, a large proportion of our economy was still functioning in a sellers' market. In 1949 we are experiencing our first post-war years in which the sales supply exceeds the buying demand in virtually all fields, even in such recently tight markets as paper, coal, and steel.

Now, actually, a buyers' market is a normal market. Except under special circumstances, it prevails and should prevail across our whole business front in times of peace. Only in times of war, when civilian shortages arise from wartime demands for products and manpower, do we experience the comparatively soft, lazy life of a sellers' market. Only then can we sell all our goods and our services, however imperfect, without raising our little fingers. To be sure, the American people, including businessmen, gave unstintingly of their energy and brains during World War II. But the incentive was patriotic and the objective was to win a fighting war, not to make a peacetime sale. Selling in the civilian field consequently grew lazy, lost its keen temper and its victorious sales touch.

While we are making steady progress in converting our economy from a wartime sellers' market to a peacetime buyers' market, the job has only just begun—and the need for doing the job has now in 1949 risen to the national proportions which we have long expected and known to be inevitable.

Act Like Pre-War Salesmen

In a national sense salesmen are beginning to think and perform like pre-war salesmen. Salesmen are again being trained, on an ever larger scale, to qualify in a buyers' market. Sales executives are snapping out of their sellers' market lethargy. Over-all management is far behind sales management in this respect, because over-all management has lived for so many years so far away from the sales front. Labor leaders, farmers and others are just beginning to sense the significance of a buyers' market to their attitudes, policies, and current welfare. Many politicians, struggling to solve economic problems with legislative fiat, do not yet understand what a buyers' market is, let alone that it has arrived.

I do not fear for the future provided we can soon get America into



WBNS FARMTIME FUTURITY SCHOLARSHIP—Geer Parkinson, WBNS program director, presenting the 1949 Farmtime Futurity Scholarship to 18-year-old Beverly Worster of Morrow County. This is the fourth year that WBNS has awarded Ohio State University full scholarships to youths who have made outstanding records in agriculture. It is only natural that this station is vitally interested in agriculture. The WBNS listening area extends over one of the richest farming sections of the state and WBNS programs bring enthusiastic response from the rural listeners of Central Ohio.



ASK LE ROY MORRIS OF HOLIDAY SWEETS ABOUT WBNS RESULTS

... He will tell you of his 17 years successful experience with advertising on this station ... first as manager of a Columbus department store and now as head of his own business. He says, "We find that a small business can and does achieve remarkable results on a minimum expenditure for advertising. Further, we operate in the quality field and find WBNS well adapted to telling our 'Quality' story" ... Yes, sales in Central Ohio are spelled WBNS.

COVERS
CENTRAL OHIO



COLUMBUS—State capital and the industrial, cultural and business center of Central Ohio.

WBNS

POWER 5000 D-1000 • N CBS

ASK JOHN BLAIR

full operating gear on the basis of a buyers' market. If we fail to meet this challenge, I must frankly predict that, as a Nation, we face large-scale depression and a large army of unemployed. However, I am enough of an optimist to believe that, as a Nation, we can and will meet the challenge which has been thrust upon us in such full-fledged degree in 1949.

The big question is not so much what to do—as it is how much will each of us actually do. Here are but a few of the things you can do:

1. Fight Communism and other forms of socialism and statism that seek to destroy the right to sell and to be sold.

2. Do not accept with resignation any attacks on the functions of distribution or the profession of selling. Defend your fellow sellers as well as yourself and arm yourself with the information that is available, with which you can correct erroneous impressions about distribution, selling and advertising.

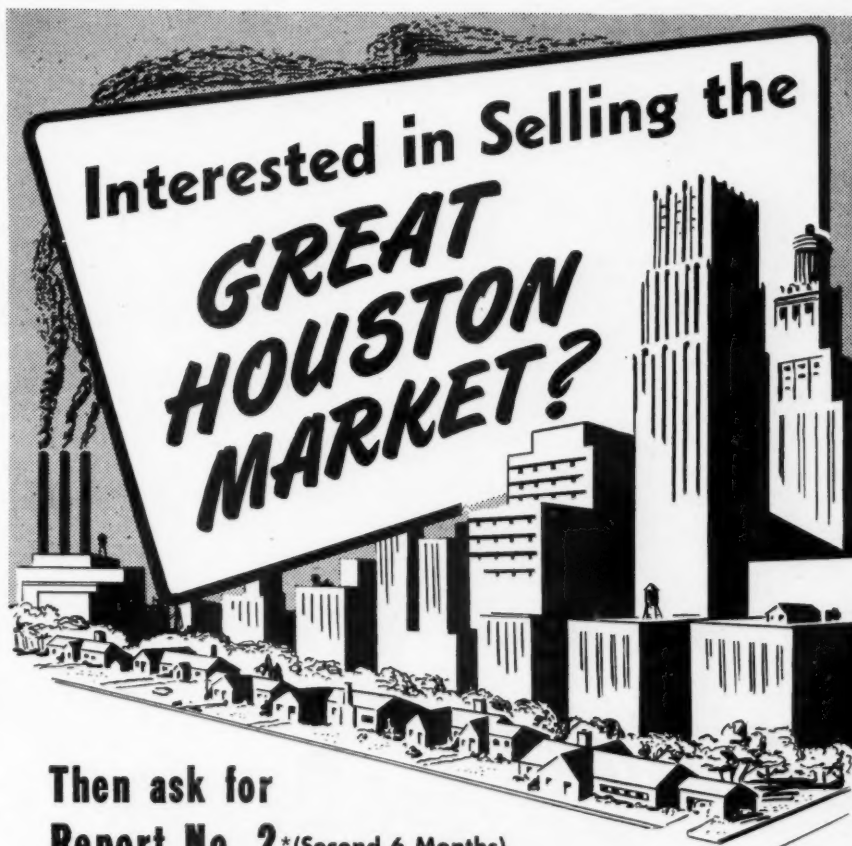
Qualify as a Salesman

3. Improve your personal qualifications as a salesman and a sales executive leader. Do not assume that you do not need modernization and re-indoctrination as a 1949 member of the sales profession.

4. Cooperate with National Sales Executives, Inc., in its many worthy programs.

5. Keep enlightened through attending meetings, exchanging ideas and reading good business papers. In short, provide diligently—and with regularity—for continuous, post-graduate education.

6. Proceed on the premise that your product and your service and your salesmanship, however good they may have been in the period of a sellers' market, are not good enough in a buyers' market. Past sales success is no guarantee of sales success in 1949 and 1950. Buyers are going to make comparisons. They expect you to do better than you were able to do during the war or during the first few years after the war. They expect changes, refinements and improvements in product and in service. They also expect, and will get, lower prices. How can they get these things? That's a tough problem I know, but so is a buyers' market rough and tough. You better make a showing under as many headings as you possibly can, because, basically, whether you like it or not, or whether you think it justified or not, you've got to come up with new sales stories and you've got to promote each and every feature of your



Then ask for
Report No. 2 * (Second 6 Months)
of our Continuing Consumer Panel of
Brand Preferences in the Houston Market



Report No. 2, covering second six-month period, shows also the complete tabulations for Report No. 1. Both reports reveal brand preferences covering the 31 commodities included in the following classifications:

- ★ Foods
- ★ Household Cleaners
- ★ Alcoholic Beverages
- ★ Automobiles
- ★ Radios
- ★ Refrigeration

If you are interested in seeing this enlightening and illuminating Report, write any office of The Branham Company or the National Advertising Department of The Houston Chronicle.

*This Study Conducted by ALFRED POLITZ RESEARCH, Inc.

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 36 CONSECUTIVE YEARS

new sales stories. Otherwise you would not look progressive and you would not be treated as being "on the ball" in 1949. In fact, failure to go to work on this thesis, early and in impressive degree, will mean that competitively you and your business will go down hill.

7. Build up the human side of your business, at least your part of the business, as never before. It becomes increasingly evident that workers do not sweat just for dollar wages and that there are many ways in which every worker can help the sales and customer satisfaction of his business, whether or not that is his official assignment. Those concerns and institutions that are a management jump ahead in human relations will fare better in a buyers' market than those that are behind. After all, when improvements on the human side are wise, practical and justified, management rather than union labor can and

should be the leader. In a buyers' market, where unions will be primarily

concerned about jobs, this challenge to employers becomes of greater importance.

8. Live close to your customers and prospects on a basis of personal contact to learn more about what they want and need. Be a good listener with them. Be a frequent listener with them. Be an intelligent questioner with them. From them, get a realistic measure of your competitive problems. From them, learn how and in what respect you may be pricing yourself out of the market—or offering services which are no longer in hot demand.

Be Politically Alert

9. Be active on the political front at all levels, but particularly at the state and national levels. Be sure your Congressmen and your Senators know you. You must do this in your selfish interest and to continue the American way you are now privileged to enjoy. Selling and distribution are certain to be very much in the limelight and on the legislative pan during the next few years—and you and the sales profession will have much at governmental stake.

In broad summary: The freedoms under which we live were bought and have been maintained at a high price. Yes, a high price as measured in sweat and tears and blood. But no price is too high to pay for our most priceless possession. We must continue to be fearless and alert in protecting and preserving what I like to refer to as our "liberty economy"—our economy, with its manifold personal freedoms, with its free enterprise, with its competitive capitalism, with its diversity of religions, with its several political parties and with its acceptance, in all avenues of our life, of the right to sell and to be sold.



"Brother! Do We Have Competition": That's the Hoover Co., North Canton, O., talking with its employees. This display of the leading competitors of Hoover vacuum sweepers was set up in the employees' cafeteria. Hoover also put on display newspaper advertisements of price cuts and combination offers by rivals.

To Sell



in the Canton, Ohio, market

a \$449 MILLION* CHUNK
of Northeastern Ohio



SUCCESSFUL NATIONAL ADVERTISERS

Use.....

The one, only, daily and Sunday visitor to 94,600 families in the AREA that's "home" to eight of the world's largest industries (surrounded by over 200 diversified others) yet contains Ohio's largest rural population.

A truly balanced market with consistent results for the established, excellent for tests. Represented nationally by Story, Brooks and Finley.



A Brush-Moore NEWSPAPER

*Sales Management Survey
of Buying Power, 1948

Canton, Ohio

ALL BUSINESS IS LOCAL

Tips



"In Behalf of Management."

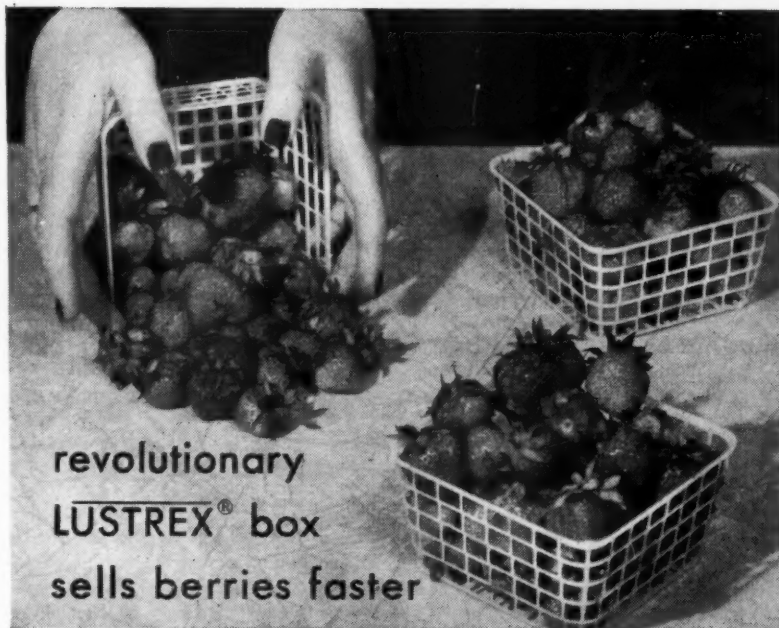
What is management? Who are the managers? Where do presidents come from? How big should a man's salary be? What is a fair profit? What does management do with profits? Can big business do without small business? Is management against low prices? How much profit is in the price? Who will run the Nation's largest businesses in 1973? These and other equally sharp questions are the topics of the "business essays" included in this book—actually a compilation of selected advertisements reprinted from the N. W. Ayer & Son, Inc., "management series" which has been running monthly since June, 1945. The advertisements appeared at various times in *The Saturday Evening Post*, *Time*, *Newsweek*, *U. S. News & World Report*, and newspapers in several large cities. Material in the book may be reprinted with or without credit to N. W. Ayer & Son, Inc. Advance copies of the first edition of 3,000 are being sent to executives throughout the country. If you are interested, send your request to N. W. Ayer & Son, Inc., W. Washington Square, Philadelphia 6, Pa.

"The Sales Manager's Guide."

Incentive programs for salesmen can be effective aids to sales management—and the fundamentals of conducting such programs comprise the contents of this booklet. It's published by Belnap & Thompson, Inc., sales promotion agency. It points out that incentive programs *must* be profitable *two* ways: first, they must accomplish the immediate sales objective and at the same time live within a cost that will make money for the company. Second, they must provide lasting benefit in training salesmen—salesmen should learn something as a result of the program, thus providing management with a long-term gain. The booklet discusses the advantages of merchandise incentives, rather than cash incentives, and outlines steps to take in planning an incentive program. For your copy, write to Roy Belnap, Incentive Center, Palmer House Annex, Chicago 3, Ill.

JULY 1, 1949

For IDEA HUNTERS



What's YOUR problem?

An Idea Hunter looked at a berry box.

"Why make it of wood or cardboard?" he asked.

Always been made that way, was the answer.

"Not good enough reason. Why not make it of *plastics*?"

Costs too much.

"Heck it does! Not when you figure *all* the cost factors!"

What factors?

"Well, lookit. The berries sell *faster* in this attractive box. They can be packed directly in the box. They can be *washed in the box* . . . plastics won't waterlog! There's better ventilation, less spoilage. Inspectors and shoppers can see contents clear to the bottom of the box. More sanitary, too. And the box will trade the berries *up* . . . command premium prices. Shoppers will want it . . . they'll have a dozen *re-uses* for a package like this! Total it up and you find plastics don't cost more . . . they *save* you money!"

RESULT: Allied Plastics Co., Los Angeles, is working like crazy turning out these fast-selling berry-moving boxes of Monsanto Lustrex in a variety of shapes, sizes, colors, degree of mesh.

* * *

ARE YOU AN IDEA HUNTER? Probably your business isn't berries . . . but here's a thought that is! If you, like the berry growers, have been hungry for a new sales-making idea in packaging or product design—try some idea hunting with **Monsanto Plastics in mind!** Mail the coupon and we'll put on our thinking caps with you.



MONSANTO CHEMICAL COMPANY
Plastics Division
Dept. SMP 17, Springfield 2, Mass.
Please send me your illustrated booklet "Package in Plastics" ☐
I have a packaging problem that plastics might solve. Please have your representative call ☐
Name _____ Title _____
Company _____
Address _____
City _____ Zone _____ State _____
SERVING INDUSTRY . . . WHICH SERVES MANKIND

How Packages Can Help to Lighten The Salesman's Work Load

BY MARTIN ULLMAN • *Package Designer*

Do you make a product that isn't radically different from most of its competition? Are the field men's sales talks beginning to sound as flat as yesterday's ginger ale? Perhaps a new package can help to create a fresh approach.



SMASH HIT: The stage-like display for Auburn toys produced a flood of orders. The product itself remained unchanged.

Too often, when discussing package design with sales executives, I find their major interest centered on the problem of consumer acceptance. The effect a package might have on salesmen who sell the product is rarely considered.

A major aspect of successful sales management is that of keeping salesmen "sold." In today's intense competition for markets or customers, package design frequently can make the difference between a salesman who is sold on his company and its products and the salesman whose efforts are cankered with a malignant defeatism.

Frequently competitive products are so nearly alike in taste, quality, appearance, and price that a sales advantage may be gained for the salesman whose package has some functional superiority—some aspect of provocative packaging—not pos-

sessed by the others. Cheese products are a case in point. Here, the use of glass containers with distinctive after-uses has reflected the close rivalry and lack of apparent differences in cheeses. In this industry a patented functional package is an immense "plus." Zausner Foods, Inc., Harrison, N. J., maker of Zausner Cheese, has a functional package—the Zausner Split-Pak. It is a half-pound card-



TOUGH ENOUGH . . . to withstand handling and to head off the necessity for re-boxing to keep stocks orderly. Tough enough, too, to be used as delivery boxes.

MOST RAINCOATS HANG: "Rainsuiter" is displayed on the counter where it invites attention and impulse purchases. Hinged box allows customers to take the garment out, try it on, without damaging or disarranging.



SAN FRANCISCO HAS FOUR GOOD DAILY NEWSPAPERS

BUT National Advertisers prefer The San Francisco Call-Bulletin. For the past nine years The Call-Bulletin has topped the four San Francisco dailies in total general linage.

"The numerous schedules we have placed in The Call-Bulletin are the best evidence of our confidence in that newspaper," says George Pearson, Vice President of The J. Walter Thompson Co. and Media Director for the agency's Chicago office.



OTHERS who prefer The Call-Bulletin:

RETAIL ADVERTISERS

Top San Francisco daily in Retail linage is The Call-Bulletin.

ALL DISPLAY ADVERTISERS

The Call-Bulletin leads the dailies in Total Display linage.

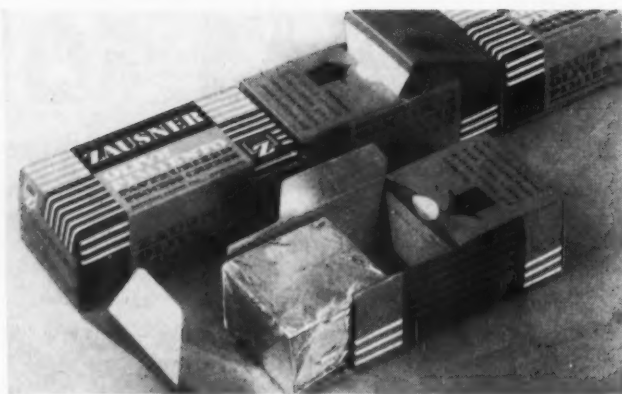
SAN FRANCISCANS

The Call-Bulletin leads all the dailies in city circulation.

MOLONEY, REGAN & SCHMITT

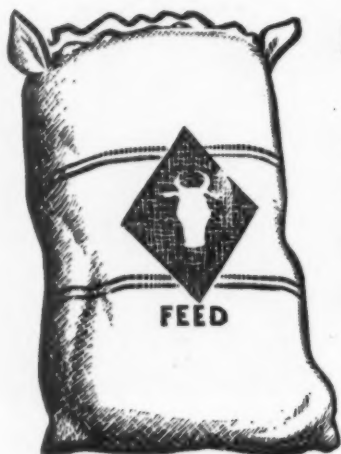
Naturally! They're our national Reps. Call 'em for more data.

THE SAN FRANCISCO CALL-BULLETIN



SPLIT-PAK: It's easy to imagine Zausner cheese salesmen telling dealers to urge the purchase of half a pound to consumers who might otherwise buy less. Two-compartment package allows half the box to remain unopened while first quarter pound is being used. A thrifty idea.

ANIMAL FEEDS



Nashville Chamber of
Commerce figures.

add more than
\$5,000,000

annually to the
buying power of
the "Money Town"
of the South.

Reach this prosperous
market through two
great newspapers.

Nashville Banner
Evening

The Nashville Tennessean
Morning • Sunday

Newspaper Printing Corporation, Agent
represented by the Branham Company

NASHVILLE
The "MONEY TOWN" of the South

allows her to feel the texture. The result has been that Regal salesmen, sold on the packaging advantages of their own product, have enjoyed a field day.

Pre-selling the salesman extends into the retail as well as to the wholesale field. The Zausner Foods and Regal Paper Co. packages give the retail salesman something to show and talk about. They make him feel important.

Equally important for the retail salesman is the package that saves work for him and increases efficiency for his employer, such as the Corsage Lingerie Box used by Samette Manufacturing Co., Inc., Allentown, Pa. Attached to each garment is an instruction booklet perforated along its lower edge. Below the perforation are data necessary for inventory control—size, color, style, price. Instead of laboriously entering all these details by hand when the garment is sold, the Samette salesman need only tear off the perforated tab and put it in the cash register.

Then there is the window box used by Berk-Ray Corp., New York City. How often we have been annoyed by having to wait while salesmen pawed through box lids to find the shirt size or style we liked! On Berk-Ray's window box the lid is cut away to show these figures on the front of the box itself. No matter how many boxes may be opened and piled over a counter, it takes only a second to spot the one wanted. Stacked on shelves, each box immediately identifies itself.

The door-to-door salesman must be sold, too, as Grand Union Stores has demonstrated. Each package in its rural route delivery line sells the salesman in a number of ways. It talks, in words and pictures, about him and his distinctive delivery truck; it tells about other Grand Union products. Most important, he knows it will halve his time per call and increase the number of his daily visits and the amount of his earnings.

through a handy check list of Grand Union products prominently imprinted on it.

The Expello line of insecticides made by Judson Dunaway Corp., Dover, N. H., is another illustration of salesman-selling packages. Avoiding the usual faults of trade-custom containers, this manufacturer identifies the name and use of each insecticide by a simple geometrical figure as well as a terse legend on its metal container so that the salesman knows at once whether he is handling a product that is to be sprayed or one that is to be hung just as it is in a closet.

Good Display Angle

The Rainsuiter, manufactured by Leon Axel, Ltd., New York City, exemplifies packaging that keeps the salesmen sold on advantages of stocking this particular raincoat. Where most raincoats are hung on racks in the rear of a shop, the two-piece Rainsuiter is displayed up front, on top of the shirt counter where the customer cannot help but see it and the retail salesman cannot forget it. Boxed in a hinged package for display, the upper half of the Rainsuiter can be lifted out, tried on by the customer and, if necessary, replaced in its container without prying up tabs, lifting lids or disarranging the package.

Even a commonplace item such as a hatbox, the John B. Stetson Co. found, can influence salesmen's attitudes. Many hatboxes are fragile and soil easily, requiring continual re-boxing of stock. Stetson overcame this annoyance by using a sturdy, attractive box, making it possible to deliver hats in the original box in which the hat left the factory.

Another effective type of pre-sale selling can be achieved by using the package as a medium for informing the salesman of his company's character and reputability. Salesmen are curious. Through the magic of the printed word, salesmen have renewed confidence in the superior character of their employers and their merchandise by reading about them on the company's packages.

It may be argued that what is being suggested is essentially an appeal to the consumer. That is true. Packages that can sell a salesman will be equally effective in selling the purchaser. Unfortunately, it does not follow that packages designed to sell the consumer will always sell the salesman. Too many packages are so designed as to by-pass the salesman to get to the consumer. In reaching for the consumer alone, nobody is sold.

That's the Ticket . . .

. . . the longest one ever sold—for a bus ride, that is. And naturally it was a travelling salesman who bought it.

The salesman is Eric Wilson, Chicago, who travels for a wholesale show house. He bought the 31-foot strip from Greyhound Chicago Travel Bureau—that's John Chapin, the manager, holding it with the aid of two of his prettier clerks—for a round trip to New York City by a circuitous routing which provides for stop-overs in 56 towns in seven states.

Wilson regularly makes his sales trips by bus since trains and planes don't generally go where he does! Last year he made a similar bus trip with 33 stopovers. This year, he says,



he has to hustle harder, hence the additional 23 stops.

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

25 YEARS

of continuous service to Roanoke and Southwest Virginia, and our 20th consecutive year with CBS.

— 1924—1949 —

WDBJ

CBS • 5000 WATTS • 960 KC

Owned and Operated by the
TIMES WORLD CORPORATION

ROANOKE, VA

FREE & PETERS, INC., National Representatives



HIGH SPOT CITIES

Retail Sales Forecast for July, 1949

Retail sales in the United States will total \$10.1 billion this July, thus carrying the declining sales trend to a point almost 6% below the levels reached last July. However, some of the decline is due to a technical adjustment for the number of selling days, since last July had one additional selling day.

Much of the decline—no one knows how much—may be attributed to lack of security and specifically to the hysteria about unemployment. As pointed out in Significant Trends this issue, the news on employment and unemployment has been badly garbled in the press and few people seem to understand the apparent paradox that we have more people employed than a year ago and yet we have a sizable increase in the jobless.

In New England, for example, there are 95.5% as many employed workers as last year, but there's been such an increase in the estimated labor force that 10.8% of the known non-farm labor force was unemployed last month.

On the Pacific Coast, the situation is even more striking because there is an actual gain of 3.7% in employment and yet the figure of 8.7% unemployed could be headlined into: "One Out of Every Twelve Workers Jobless on the Pacific Coast."

Here, by regions, is the balanced picture of the employment situation, and it will be followed up in the July 15th issue with similar figures for individual states. We go into considerable detail to show the truth about employment and the jobless because the facts have an important bearing

on the volume of retail sales outside of the barest necessities.

The leading cities, those with a city-national ratio well above the average (for this July compared with July 1948) are: Casper, Wyo., 115.3; Baton Rouge, La., 113.5; Austin, Tex., 112.9; Reno, Nev., 111.1; Albuquerque, N. Mex., 109.7; Raleigh, N. C., 108.9; Butte, Mont., 108.2; Bartlesville, Okla., 107.5; Troy, N. Y., 107.3; Charleston, S. C., 107.2; New Orleans, La., 107.1; Racine, Wisc., 107.0; Wilmington, Del., 106.9; Shreveport, La., 106.5; Aberdeen, S. D., 106.3; Hempstead Township, N. Y., 106.2; Muncie, Ind., 106.2; Wichita Falls, Tex., 106.0.

There are only 13 cities where sales this July are expected to be greater than in those same cities a year ago. All are included in the list above.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are

directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given, the first being "City Index—1949 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1949 over 1948," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1949 over 1948," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

(Continued on page 85)

Employment and Unemployment May 1949

Region	Employment May		Per Cent Change 5/48-5/49	Unemployment May 1949	Non-Farm Labor Force May 1949	Per Cent of Non- farm Labor Force un- employed May 1949
	1948 (000)	1949 (000)				
New England	3,458	3,303	-4.5	400	3,703	10.8
Middle Atlantic	11,024	10,670	-3.2	742	11,412	6.5
East North Central	10,513	10,116	-3.8	609	10,725	5.7
West North Central	3,530	3,598	+1.9	150	3,748	4.0
South Atlantic	4,991	4,772	-5.4	355	5,077	7.0
East South Central	2,259	2,164	-4.2	189	2,353	8.0
West South Central	3,223	3,194	-.9	147	3,341	4.4
Mountain	1,133	1,207	+6.5	46	1,253	3.7
Pacific	4,004	4,151	+3.7	398	4,549	8.7
United States	44,135	43,125	-2.3	3,049	46,174	6.6

Source: The Econometric Institute; based on data of the Bureau of Labor Statistics and the Federal Security Administration. The District of Columbia has been omitted because of insufficient data on unemployment of Federal workers.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1948 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for July, 1949)

City	City			Nat'l Index	\$ (Million)
	Index	Index	Index		
	1949	1949	1949		
	vs. 1939	vs. 1948	vs. 1948		July 1949

United States

United States 305.5 94.1 100.0 10104.00

Alabama

★ Birmingham ... 433.7 96.4 102.4 34.13
★ Gadsden 454.1 95.6 101.6 4.45
★ Mobile 473.1 95.3 101.3 11.45
★ Montgomery ... 387.7 90.9 96.6 9.42

How they turn
STATISTICS into **\$ALES\$**
with *Sales Management's*
annual Survey of Buying Power issue

The Chesapeake & Ohio Railway

... uses the *Survey of Buying Power*
to figure the wealth of various cities
in their system in relation to allocation
of money for passenger service and advertising.
They have ordered three special copies of
the 1949 Survey for this purpose.



Sales Management 

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara



PRESTIGE?

The LYNN ITEM, Lynn's oldest newspaper, has the largest readership and greatest advertising volume! Your medium for this rich market is the newspaper whose public-spirited support of community causes has made it a favorite and a power... the LYNN ITEM!

GET RESULTS

in **LYNN**

with the

ITEM

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

AD-FRUSTRATION

How to Avoid It.

Distance is the frustrating enemy of Buying Impulse created by your copy.

89% of St. Petersburg Times readers, representing 93.8% of this market's potential buying power, live not more than 20 minutes removed from any outlet of the national advertiser.

There is no ad-frustration in America's newest 100,000 market... prosperous, still growing fast! Consistent advertising in the TIMES will build your sales.

ST. PETERSBURG-FLORIDA
DAILY TIMES SUNDAY

Represented by
Theis & Simpson Co., Inc.
New York Detroit Atlanta Chicago
V. J. Obenauer, Jr. in Jacksonville, Fla.

HIGH SPOT CITIES

[Continued from page 80]

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

Arizona

★ Phoenix	478.2	96.5	102.6	18.03
Tucson	417.7	94.0	99.9	7.77

Arkansas

★ Fort Smith	384.7	95.2	101.2	4.77
★ Little Rock	502.2	97.0	103.1	16.22

California

★ Bakersfield	396.4	99.3	105.5	10.90
Berkeley	254.1	89.5	95.1	6.86
Fresno	353.2	91.7	97.5	14.80
Long Beach	459.4	91.3	97.0	31.01
Los Angeles	346.6	91.6	97.3	213.46
Oakland	261.6	91.0	96.7	37.23
Pasadena	324.4	90.1	95.7	14.08
★ Riverside	345.3	94.9	100.9	4.73
★ Sacramento	314.6	96.5	102.5	19.57
San Bernardino	363.7	90.3	96.0	7.71
San Diego	362.1	89.1	94.7	27.23
San Francisco	305.0	90.1	95.8	92.05
San Jose	415.2	91.0	96.7	15.07
Santa Barbara	267.2	89.6	95.2	4.89
Stockton	339.4	88.2	93.7	9.91

Colorado

★ Colorado Springs	381.2	98.8	105.0	6.29
Denver	325.1	93.9	99.8	45.52
★ Pueblo	362.0	98.1	104.2	6.48

Connecticut

Bridgeport	254.7	92.1	97.9	14.75
Hartford	238.6	89.4	95.0	20.38
New Haven	234.1	92.4	98.2	16.08
★ Stamford	314.0	97.3	103.4	6.72
Waterbury	253.4	91.5	97.2	8.69

Delaware

★ Wilmington	245.8	100.6	106.9	12.56
--------------	-------	-------	-------	-------

District of Columbia

★ Washington	227.7	95.1	101.1	72.17
--------------	-------	------	-------	-------

Florida

★ Jacksonville	357.9	94.9	100.9	20.83
★ Miami	362.5	96.0	102.0	27.95
★ Orlando	334.2	95.4	101.4	6.75

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

Florida (cont.)

Pensacola	366.9	93.1	98.9	4.88
★ St. Petersburg	394.2	95.9	101.9	9.58
★ Tampa	330.4	95.8	101.8	11.40

Georgia

★ Atlanta	319.0	96.7	102.8	43.23
★ Augusta	332.0	94.4	100.3	6.54
Columbus	358.6	89.2	94.8	6.67
Macon	349.5	89.4	95.0	6.92
Savannah	341.7	89.6	95.2	9.26

Hawaii

Honolulu	388.9	87.7	93.2	24.50
----------	-------	------	------	-------

Idaho

★ Boise	317.2	98.3	104.5	5.52
---------	-------	------	-------	------

Illinois

Bloomington	282.1	91.2	96.9	4.40
★ Champaign-Urbana	299.5	97.7	103.8	5.87
Chicago	268.8	92.1	97.9	320.34
Danville	312.2	93.1	98.9	4.62
Decatur	252.5	93.1	98.9	7.22
East St. Louis	309.6	93.3	99.2	6.44
Moline-Rock Island-E. Moline	309.8	93.3	99.2	9.14
Peoria	263.2	88.5	94.1	12.66
Rockford	313.6	89.4	95.0	10.82
Springfield	279.3	92.2	98.1	9.02

Indiana

★ Evansville	345.2	96.4	102.4	12.29
Fort Wayne	298.4	89.9	95.5	13.19
★ Gary	360.7	99.2	105.4	12.30
★ Indianapolis	318.9	96.2	102.2	47.33
★ Muncie	325.6	99.9	106.2	6.35
★ South Bend	338.1	95.0	101.0	12.78
★ Terre Haute	275.8	96.0	102.0	7.31

Iowa

Cedar Rapids	323.1	89.5	95.1	8.40
Davenport	316.3	91.7	97.4	8.54
Des Moines	332.8	86.9	92.3	21.53
Sioux City	305.8	90.3	96.0	9.45
Waterloo	361.4	92.9	98.7	8.06

Kansas

★ Hutchinson	386.6	94.5	100.4	4.91
★ Kansas City	442.8	95.8	101.8	12.22
★ Topeka	434.1	96.0	102.0	10.81
★ Wichita	481.3	96.5	102.6	20.12

SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

Kentucky

★ Lexington	344.2	94.0	100.0	8.95
★ Louisville	335.6	94.3	100.2	34.57

Louisiana

★ Baton Rouge	552.5	106.8	113.5	12.10
★ New Orleans	372.4	100.8	107.1	46.03
★ Shreveport	361.9	100.2	106.5	13.39

Maine

Bangor	247.5	91.0	96.7	3.96
Lewiston-Auburn	241.3	88.5	94.1	4.85
Portland	256.0	87.3	92.8	9.24

Maryland

Baltimore	281.5	93.3	99.2	84.18
Cumberland	260.1	91.1	96.8	4.37

Massachusetts

Boston	205.0	89.5	95.1	79.08
Fall River	230.4	86.2	91.6	7.35
Holyoke	227.9	93.0	98.8	3.92
Lowell	278.2	90.6	96.3	6.76
★ Lynn	207.3	94.2	100.1	7.13
New Bedford	245.5	91.4	97.1	7.88
Springfield	259.5	90.5	96.2	17.10
Worcester	212.8	93.6	99.5	15.62

Michigan

Battle Creek	328.6	92.1	97.9	6.31
★ Bay City	340.4	95.7	101.7	5.82
★ Detroit	378.0	98.3	104.5	197.94
★ Flint	337.2	98.0	104.1	19.05
★ Grand Rapids	350.9	94.9	100.8	22.32
Jackson	320.5	91.6	97.3	7.05
★ Kalamazoo	328.6	95.0	101.0	9.30
Lansing	344.7	92.2	98.0	12.65
Muskegon	407.0	86.7	92.1	7.53
★ Saginaw	250.4	95.3	101.3	7.06

Minnesota

★ Duluth	287.3	97.8	103.9	10.86
★ Minneapolis	298.0	95.8	101.8	63.14
St. Paul	292.0	93.1	98.9	38.51

Mississippi

★ Jackson	453.2	97.6	103.7	9.29
-----------	-------	------	-------	------

Missouri

★ Kansas City	331.7	95.5	101.5	58.71
St. Joseph	329.4	88.5	94.0	7.51

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

Missouri (cont.)

★ St. Louis	309.7	94.9	100.9	86.23
Springfield	350.7	93.8	99.7	7.19

Montana

★ Billings	314.4	97.9	104.0	4.59
★ Butte	294.4	101.8	108.2	5.80
★ Great Falls	304.4	98.7	104.9	4.87

Nebraska

Lincoln	310.1	93.7	99.6	9.55
★ Omaha	318.4	94.2	100.1	26.43

Nevada

★ Reno	285.6	104.5	111.1	5.14
--------	-------	-------	-------	------

New Hampshire

★ Manchester	210.9	94.2	100.1	5.59
--------------	-------	------	-------	------

7th highest in U.S.

Among the 200 largest cities in the U. S., Fort Wayne with its Effective Buying Income Per Family amounting to \$6,791 ranks among the top ten . . . specifically, 7th highest in the U. S. (Sales Management.)

Merchandising Co-operation

Home Coverage: 99% in City Zone
plus 43% in Retail Trading Zone

The News-Sentinel

Fort Wayne, Indiana

Allen-Klapp Co., New York, Chicago, Detroit

New Figures tell a continuing prosperous story!


Here in a nut-shell is Sales Management's 1949 Survey
of Buying Power information of Holyoke City Zone

Population	114,100
Families	30,700
Retail Sales	\$93,802,000
Food	26,999,000
General Merchandise	5,665,000
Drug	2,083,000
Furniture—Household—Radio	4,346,000
Effective Buying Income	143,437,000
Per Capita Income	1,257
Per Family Income	4,672

The Holyoke Transcript Telegram

Additional information from any

Julius Mathews Special Agency Office




BEAUMONT, TEXAS
A preferred "high-spot" city
for 53 consecutive months!

**NOW READY . . . what 625 house-
wives told us about their buying
habits. The just-off-the-press 1949**

Brand Preference
Survey
of Grocery and Household Items
including findings from 1939 to date
— a buying preference picture cover-
ing a ten year period.

For a copy write us — or "ask the
Branham man".

National Advertising Department
ENTERPRISE & JOURNAL
Beaumont, Texas



HIGH SPOT CITIES

(Continued from page 83)

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

New Jersey

Atlantic City ..	237.1	89.8	95.4	9.98
Camden	240.7	91.3	97.0	9.34
★ Elizabeth	281.9	95.2	101.2	9.98
★ Jersey City-				
Hoboken	214.7	95.1	101.1	19.58
★ Newark	256.1	94.5	100.4	50.25
★ Passaic-Clifton .	327.1	94.1	100.0	10.01
Paterson	269.9	90.7	96.4	14.63
★ Trenton	268.9	97.7	103.8	13.82

New Mexico

★ Albuquerque ..	470.5	103.2	109.7	8.61
------------------	-------	-------	-------	------

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

New York

Albany	230.2	92.8	98.6	13.72
Binghamton ..	233.2	93.6	99.5	7.79
Buffalo	233.8	90.1	95.8	46.04
Elmira	235.8	90.3	96.0	5.00
★ Hempstead				
Township ...	331.1	99.9	106.2	30.83
Jamestown ...	216.4	90.4	96.1	3.57
New York	231.5	92.9	98.7	581.45
★ Niagara Falls ..	257.7	97.9	104.0	7.19
Rochester	229.5	93.7	99.6	30.69
★ Schenectady ...	251.4	97.4	103.5	8.85
Syracuse	232.0	92.9	98.7	19.35
★ Troy	279.6	101.0	107.3	6.57
Utica	226.1	92.7	98.5	8.05

North Carolina

Asheville	339.9	91.5	97.2	6.90
★ Charlotte	372.2	96.5	102.5	13.92
Durham	362.2	93.3	99.1	7.10
★ Greensboro	379.5	95.0	101.0	8.31
★ Raleigh	397.0	102.5	108.9	7.98
Salisbury	369.3	93.3	99.1	3.25
Wilmington	353.4	90.5	96.2	4.10
★ Winston-Salem .	347.8	94.5	100.4	8.00

North Dakota

★ Fargo	345.0	98.1	104.2	5.52
---------------	-------	------	-------	------

Ohio

Akron	290.4	91.4	97.1	24.77
Canton	303.9	92.8	98.6	12.52
Cincinnati	250.5	86.6	92.0	45.34
Cleveland	275.0	88.9	94.5	90.94
Columbus	285.6	89.6	95.2	35.76
Dayton	297.6	89.5	95.1	24.94
Mansfield	265.1	86.7	92.1	4.48
Springfield	272.2	86.6	92.0	6.56
Toledo	252.8	85.1	90.4	26.16
Warren	304.1	94.0	99.9	5.20
★ Youngstown ...	274.8	94.9	100.8	17.26

Oklahoma

★ Bartlesville	410.8	101.2	107.5	2.67
Muskogee	305.0	90.7	96.4	3.08
Oklahoma City .	330.5	93.3	99.2	23.86
★ Tulsa	337.5	96.0	102.1	17.99

Oregon

Eugene	341.5	90.4	96.1	4.85
Portland	324.0	89.9	95.5	46.79
★ Salem	265.6	95.3	101.3	4.25

Sell the Families with
the Most to Spend



Passaic - Clifton ranks **FIRST** among major North
Jersey markets in per family income—with an average of
\$5,876.*

The Herald-News ranks **FIRST** among all North Jersey
newspapers—with a circulation of more than 50,000 daily.

THE HERALD-NEWS Passaic-Clifton, N. J.

50,235 abc—3/31/49

*Sales Management

The Julius Mathews Special Agency

RETAIL SALES (S.M. Forecast for July, 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	July
1939	1948	1948	1949

Pennsylvania

Allentown	259.9	88.9	94.5	9.93
Altoona	279.0	93.9	99.8	7.03
★ Bethlehem	274.9	97.0	103.1	4.70
★ Chester	330.9	96.5	102.5	6.85
Erie	283.4	93.7	99.6	10.77
★ Harrisburg	287.4	96.6	102.7	11.38
★ Johnstown	287.6	98.3	104.5	8.11
Lancaster	246.3	87.7	93.2	6.92
Philadelphia	267.8	93.0	98.8	161.49
★ Pittsburgh	263.5	98.3	104.5	69.91
★ Reading	264.5	94.1	100.0	11.40
Scranton	231.2	93.6	99.5	10.24
★ Wilkes-Barre	265.6	96.8	102.9	8.66
★ York	280.0	98.2	104.4	6.58

Rhode Island

Providence	237.4	90.8	96.5	24.62
Woonsocket	221.1	85.0	90.3	3.36

South Carolina

★ Charleston	369.9	100.9	107.2	8.47
★ Columbia	335.2	96.7	102.8	8.75
Greenville	420.5	93.0	98.8	8.62
★ Spartanburg	408.9	95.7	101.7	5.97

South Dakota

★ Aberdeen	406.7	100.0	106.3	3.05
★ Sioux Falls	405.5	95.4	101.4	7.42

Tennessee

Chattanooga	309.1	90.3	96.0	13.60
Knoxville	354.2	91.7	97.5	14.70
Memphis	320.8	90.0	95.6	34.20
Nashville	323.5	94.0	99.9	20.61

Texas

Amarillo	368.3	93.0	98.8	7.66
★ Austin	390.5	106.2	112.9	12.30
★ Beaumont	383.6	99.7	105.9	9.13
Corpus Christi	304.8	91.1	96.8	7.65
★ Dallas	405.0	95.9	101.9	55.08
★ El Paso	351.6	96.3	102.3	10.83
Fort Worth	406.7	91.6	97.3	29.77
★ Galveston	353.3	97.6	103.7	6.89
★ Houston	422.0	99.6	105.8	64.39
Lubbock	368.1	84.2	89.5	6.11
San Antonio	337.9	93.2	99.0	27.37
Waco	321.6	90.6	96.3	6.24
★ Wichita Falls	353.0	99.7	106.0	6.53

JULY 1, 1949

RETAIL SALES (S.M. Forecast for June 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	June
1939	1948	1948	1949

Utah

Ogden	360.8	89.0	94.6	5.52
★ Salt Lake City	342.4	95.4	101.4	20.41

Vermont

Burlington	267.7	89.5	95.1	3.56
------------	-------	------	------	------

Virginia

Lynchburg	254.8	88.1	93.6	4.28
Newport News	365.1	93.5	99.4	5.44
Norfolk	340.2	93.1	98.9	17.01
★ Portsmouth	383.1	95.6	101.6	4.98
★ Richmond	331.1	96.5	102.5	28.21
★ Roanoke	344.6	98.8	105.0	9.82

Washington

Seattle	370.6	92.9	98.7	60.78
Spokane	324.8	90.1	95.7	16.76
Tacoma	352.4	93.0	98.8	15.26
Yakima	344.7	91.1	96.8	6.17

West Virginia

★ Charleston	300.0	96.5	102.5	10.35
★ Huntington	294.7	98.6	104.8	7.22
★ Wheeling	281.3	95.2	101.2	7.06

Wisconsin

★ Appleton	318.3	96.1	102.1	4.01
★ Green Bay	332.2	95.7	101.7	6.91
Madison	305.2	91.8	97.6	10.65
★ Milwaukee	341.7	98.7	104.9	77.47
★ Racine	311.4	100.7	107.0	7.13
★ Sheboygan	302.8	94.3	100.2	4.33
★ Superior	297.4	95.3	101.3	3.45

Wyoming

★ Casper	409.9	108.5	115.3	3.73
★ Cheyenne	353.2	96.2	102.2	3.85

(Continued from page 80)

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

DEATH OF A SALE

NO NEED TO WORRY about sales dying in Woonsocket. Hungry, healthy people in this Spending City buy 7.5% more food and 15.6% more drugs than the rest of Rhode Island. (Source: S. M. Survey of Buying Power, '49) You get 99.7% coverage of this rich market through the —

WOONSOCKET



Representatives:
Gilman, Nicoll & Ruthman



one-hundred and
sixty-nine public
and parochial
schools enrolling
over sixty-six
thousand pupils

BUT ONLY ONE

Daily Hometown
NEWSPAPER

Chester Times

National Representatives
STORY, BROOKS & FINLEY

Media and Agency News

NEWSPAPERS

More than half of all cosmetics sales in this country are made in five of the 48 States—New York, California, Pennsylvania, Illinois, and Michigan. This is indicated by a new state-by-state sales analysis by the Bureau of Advertising, American Newspaper Publishers Association.

Estimated sales by states are based on projections of state-by-state collections of the Federal excise tax on cosmetics, as in similar earlier analyses by the Bureau, the period covered being the Federal fiscal year 1948, ending June 30, 1948.

Wide variations in cosmetics consumption, as judged by the projection of excise tax data, appear in the analysis, which shows women over 15 in one state spending \$18.20 per capita for cosmetics, while their sisters in another spend only \$2.88 a year.

The new analysis, third in an annual series prepared by the Bureau for the information of cosmetics advertisers and their agencies, constitutes a supplement to the presentation, "Cosmetics & Toiletries in the Mass Market," prepared by the Bureau of Advertising late in 1947 in cooperation with the American Association of Newspaper Representatives.

More than half of the *New York*

Herald Tribune women readers living in Westchester County, N. Y., make at least one shopping trip a month to New York City. Fourteen percent of these Westchester women shop every week in New York. Seven out of 10 have charge accounts at stores there.

Furthermore, 95% of them come to New York to shop and 68% commute by train exclusively. The average *Herald Tribune* woman reader in Westchester shops at seven to eight New York stores.

This new data is revealed in the *Herald Tribune's* newly released study of shopping habits of nearly 700 *Herald Tribune* women readers living in Westchester County. John Felix Associates, Inc., an independent research organization, conducted this mail survey for the *New York Herald Tribune* last October, using as a sample 1,172 women readers of the newspaper living in the county. Fifty-nine percent of them responded to the questionnaire upon which the findings are based.

Copies of the study may be obtained from the Information Service of the *New York Herald Tribune*, N. Y. C.

To meet increasing demand abroad, *The New York Times International Air Edition*—until recently flown daily to Europe—is now being print-



OPEN HOUSE and special dedication ceremonies mark inauguration of the new building of *The Minneapolis (Minn.) Star and Tribune* during 10-day city-wide celebration.

ed in Paris from stereotype mats flown from New York City.

Newspapers printed in Paris are sent by air and rail to principal cities in Europe, North Africa, and the Near East, for distribution from these terminal points.

All advertising is specially ordered for this edition.

As a new feature on Sundays, *The Times International Air Edition* now includes a weekly supplement consisting of the review of the week's news and other special articles from the regular Sunday edition of *The New York Times*. This will replace *The New York Times "Overseas Weekly,"* which was initiated during the war for distribution to the Armed Services.

Future plans call for the distribution from New York City of the In-

KANS

WICHITA, KANSAS
NBC

1480 KC • 5,000 Watts Day • 1,000 Watts Night

Represented by Taylor-Boroff & Company, Inc.

Now 5000 Watts

KANS 1/2 MV/V Daytime coverage represents 32.21 per cent of entire population of Kansas and 3.68 per cent of Oklahoma. Effective buying income per family: over \$6,000 for Wichita; over

\$4,000 average for entire coverage area. Population — 705,000. Radio families in KANS market—177,936.

ternational Air Edition throughout the West Indies, Central and South America.

Willet Weeks, Jr., is now in charge of national advertising promotion for the *New York Herald Tribune*.



JOEL G. HARRIS has been appointed the manager for The Quality Group Weeklies of New Jersey.

RADIO

A sharp upsurge in sponsored radio activity has been noted by the American Broadcasting Co. which reports that two new advertisers have signed 52-week contracts with the network covering five quarter-hours a week of nighttime radio programming.

In addition, ABC has announced that Sterling Drugs, Inc., already an extensive user of the network's radio facilities, has signed a 57-week contract of 50 daytime minutes a week.

Gross time charges involved in these three contracts amount to nearly \$2,000,000.

Increased radio activity on three other fronts also was disclosed by ABC which reports gains in number of advertisers for its co-operatively sponsored radio programs, together with an increase in national selective billings for the first four months of this year compared with a year ago, for WJZ, the network's New York City key station, which also shows a 69% increase in new business signed in April compared with the similar 1948 month.



FOSTER & KLEISER CO. elects N. M. McCready (left) vice-president in charge of sales, and Cyril Wright (right) director of sales, for the outdoor advertising company.

The two new national ABC network advertisers are Bruner-Ritter, Inc., and the Serutan Co.

Among ABC's co-operatively sponsored radio programs at the close of May, 1949, the greatest gains in number of sponsors compared with a year ago were shown in Headline Edition, up 7%; America's Town Meeting, up 5%; Elmer Davis and Martin Agronsky, with gains of 2% and 1%.

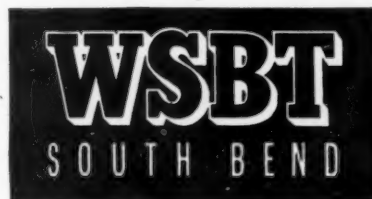
The breakdown by industrial classifications for ABC's co-op programs showed some striking sponsor in-

creases over the past year: dairies gained 272%; household appliances were up 165%; building supplies increased 85%; a number of newspaper advertisers showed a 33% gain.

Member stations and associate member station representatives have been advised by the National Association of Broadcasters' newly enlarged Broadcast Advertising Bureau that the N. A. B. has persuaded the Canadian Government's Travel Bureau to add radio to its approved ad-

SURE,
some Chicago stations
can be heard in South Bend
... but the audience
LISTENS
to WSBT!

There's a whale of a big difference between "reaching" a market and *covering* it! Some Chicago stations send a signal into South Bend—but the audience *listens* to WSBT. No other station—Chicago, local, or elsewhere—even comes close in Share of Audience. Hooper proves it.



5000 WATTS • 960 KC • CBS

PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

Coming July 17th!

DYNAMIC NEW MEDIUM For Rich Quad-City Market!

Now — for the first time — comic-section color ads are available in the wealthy Quad-City market! Flash Gordon . . . The Lone Ranger . . . The Little King . . . eight full pages of America's favorite comic strip characters will carry your message in four-colors in The Democrat and Leader. The Democrat is the only Sunday newspaper published in the entire Quad-City area. Ever-popular comics in the Democrat will mean extra circulation for your black and white ads too.

WRITE FOR PARTICULARS!

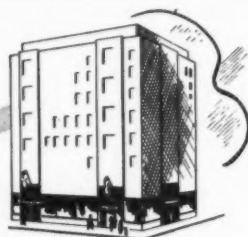
THE DAVENPORT NEWSPAPERS

The Daily Times • The Democrat & Leader

DAVENPORT, IOWA

Represented by Jann & Kelly, Inc.

**DEPARTMENT STORE
LINAGE
UP 76%
SINCE 1939***



The reasons which lead Buffalo's department stores to spend an ever-increasing portion of their advertising budgets in the Courier-Express are good reasons why it's also your best medium.

Your dollar buys *MORE* space . . . *MORE* insertions in the Courier-Express . . . *MORE* impact on the customers with the money to *BUY* your products.



* Competition's Gain 50%



VINCENT V. VAN BEUREN has been elected a vice-president of W. Earl Bothwell, Inc., New York City agency.

vertising media, with a last-minute appropriation of \$35,000 for this year.

The late decision to add radio to the media list, according to Mr. Mitchell, limited the budget to \$35,000.

"We can see prospects of a much larger share of the Canadian Travel Bureau's million-dollar appropriation for next year," Mr. Mitchell said.

The N. A. B. was asked by the Canadian bureau to invite member stations located within 300 miles of the Canadian border to submit their availabilities and proposals to the Government's agency Cockfield, Brown & Co., Ltd.

Frank E. Mullen, president of the Goodwill Stations, WJR, Detroit, WGAR, Cleveland, and KMPC, Los Angeles, resigns as president and director of these stations as of July 1.

Ted Oberfelder has been named director of advertising, promotion and research for the American Broadcasting Co., and Earl Mullen has been promoted to national publicity director of the network, in operational moves designed to streamline activity in the departments concerned. In addition, Mitchell DeGroot has been named manager of ABC's Advertising and Promotion Department, and Benjamin Gedalecia becomes manager of the network's Research Department.



KEN R. DYKE, former NBC vice-president, is appointed vice-president in charge of public relations and publicity, Young & Rubicam, Inc.

SALES MANAGEMENT



AWARD WINNERS of American Marketing Association citations: (Left to right) Walter Lowy, Formfit Co.; Spencer Larsen, Wayne University; Fred Haviland, Jr., Stewart, Dougall & Associates; Edwin B. George, *Dun's Review* and Dun and Bradstreet; Donald E. West, *McCall's*; William D. Crelley, Telechron, Inc.; Raymond Franzen, National Market Analysis, Inc.

William H. Fineshriber, Jr., now director of operations for the Columbia Broadcasting System, has been appointed vice president in charge of programs of the Mutual Broadcasting System, effective July 15.

MARKETING RESEARCH

On Wednesday, June 22, the New York Chapter of the American Marketing Association held its Annual Awards luncheon at the Commodore Hotel, New York City. For the year 1948 no leadership award was given, but rather seven citations went to:

Spencer A. Larsen, chairman, Department of General Business and professor of marketing, Wayne University, for effective use of research technique in evaluating market potentials for a new industry service.

William D. Crelley, manager of marketing, Telechron, Inc., for ascertaining and presenting the practices of industrial buying, and what influences them.

Edwin B. George, associate editor of *Dun's Review*, economist and assistant to president of Dun & Bradstreet, for assistance to industry through an analysis of the implications of the Supreme Court decision on basing points.

Fred Haviland, Jr., senior associate, Stewart, Dougall & Associates, for effectively determining the patterns of consumption and consumer attitudes for the product of a major industry.

Donald E. West, director of market research, McCall Corp., for leadership in proposing a code of research practice, and facilitating its adoption.

Raymond Franzen, consultant with the National Market Analysis, Inc., for applying the technique of double

sampling and correlation in the projection of a survey of individuals to a family basis.

Walter H. Lowy, vice-president, Formfit Co., for developing through market research an educational program to attain more effective retail merchandising.

The principal speaker was Wallace F. Bennett, president of the National Association of Manufacturers, and Stanley Resor, president of J. Walter Thompson Co., presented the awards.



HOWARD M. THOMPSON, assistant vice-president, has been named sales manager of Sweet's Catalog Service Division, F. W. Dodge Corp.

BUSINESS MAGAZINES

Following the adoption by the Associated Business Publications, of a resolution opposing audit by the Audit Bureau of Circulations of the unpaid part of the circulation of A. B. C. papers, seven business paper publishers resigned from A. B. P.

These publishers are: Ahrens Publishing Co.; Chilton Co., Inc.; Conover-Mast Publications, Inc.; The Industrial Press; Penton Publishing Co.; Schnell Publishing Co., Inc.; Scott-Choate Publishing Co., Inc.

IT'S ONLY A FEW
BILLION
DOLLARS
...but
**WILL YOU GET
YOUR SHARE?**

\$2,995,897,000.00
1948 Retail Sales* in WOW-LAND
counties (BMB).

All authorities agree this year's retail sales may be slightly lower . . . BUT . . . they also say . . .

26% of 1949 retail sales will be made in the third quarter;

28% of 1949 retail sales will be made in the fourth quarter.

*So-o-o
the Best is yet
to come!*

Get YOUR share of the . . .

22% Spent in food stores;

40% Spent in general merchandise stores—inc. apparel and furniture;

38% Spent in other retail outlets.

You **WILL** get *Your* share if you use the advertising facilities of Radio WOW—the **ONLY** single advertising medium that covers the vast territory within 150 miles of Omaha in every direction.

For availabilities see your John Blair man, or telephone Omaha, Webster 3400.

* (Based on SALES MANAGEMENT'S figures—May 10, Survey of Buying Power—except for Iowa, which is based on state sales tax receipts.)

**RADIO
WOW, Inc.
OMAHA**
5000 WATTS • 590 KC
JOHN J. GILLIN, JR., PRESIDENT
JOHN BLAIR, REPRESENTATIVE



FOREIGN TRADE EXPERTS optimistic on long haul: (Left to right) John M. Thompson, director of the International Division of the Underwood Corp.; Josiah B. Thomas, vice-president in charge of sales, *Reader's Digest International Editions*; W. S. Morrison, vice-president in charge of sales, U. S. Steel Export Co., during clinic held by *Reader's Digest International* in New York City. (See *Magazines*.)

MAGAZINES

Export sales executives co-operated with *Reader's Digest International* in an all-afternoon clinic June 6 at New York City's Ritz Carlton on American business abroad. There was general agreement that the key to profitable operation is the setting up of local subsidiaries with United States investments or in cooperation with local capital and staffed with local personnel under the direction of American technical and sales executives.

Reader's Digest now has eighteen international editions with a circulation of over 5,000,000 monthly.

The fifth in a series of reports on the reading habits of families building new homes has been released by *Better Homes & Gardens*. The report, compiled for the magazine by the F. W. Dodge Corp., contains five points.

They are (1) the extent to which various magazines are read by families building new homes for their own occupancy; (2) how these families rate the magazines they read in terms of "service"; (3) in what type of home these families lived before building their new homes; (4) the ages of the heads of the families; and (5) a chart showing the 10-year trend of magazine readership and preference among families building new homes.

The monthly magazine, *Science Illustrated*, suspends publication with its July issue. According to its publisher, the McGraw-Hill Publishing Co., the magazine had achieved editorial and circulation success, attaining a monthly circulation of over 500,000 through newsstands and to subscribers. However, high printing costs and insufficient advertising income made continuance unattractive.

TELEVISION

An extension of the Publishers Information Bureau's service for 1949 includes a new report on network television advertising, comparable in completeness and accuracy with cur-



JOHN BOE, newly promoted from sales manager of P. F. Collier & Son Corp. to the office of vice-president.

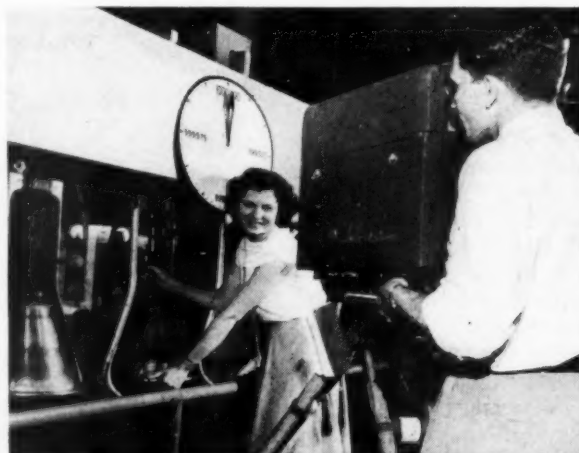
rent P. I. B. reports on other forms of advertising.

The initial report, covering the first four months of 1949, has just been published. The new service reports on all programs carried by the four television networks now in operation—American Broadcasting Co., Columbia Broadcasting System, DuMont Television Network, and National Broadcasting Co.

The first report shows an advertising expenditure for network television of \$2,561,438 for the first four months of 1949. Figures for the individual months are: January, \$423,285; February, \$576,805; March, \$773,209; April, \$788,139.

Latest reports on television set ownership in the following cities indicate that ownership increased during the month of May to give the following totals: Boston, 95,735 (14,000 plus increase); Baltimore, 63,131 (5,496); Cleveland, 59,096 (6,713); Milwaukee, Wis., 26,738 (2,235); Cincinnati, 26,500 (3,500); Columbus, O., 6,404.

KSL-TV, second television station to go on the air in Salt Lake City, has begun commercial operation.



NBC-TV CAMERA salutes the millionth kinescope (television picture tube) on RCA assembly line, Lancaster, Pa.

May 10 Survey Corrections

- P. 26...** Under the heading **WHOLESALE SALES** the second paragraph should be revised to read: "The major part of the Nation's wholesale business is transacted in 129 cities which have wholesale sales in excess of \$100,000,000 a year (classifications A. to E. inclusive)."
- P. 117...** Boston Gen. Mdse. Sales: 285,953
(no change in rank)
Norfolk Gen. Mdse. Sales: 35,587
(no change in rank)
- P. 117...** Total Above Cities: 11,759,059
% U.S.A.: 68.9875
- P. 120...** Chicago Drug Sales: 138,294 (rank in group: 2)
This makes changes in ranking as follows:
Los Angeles: 3
Detroit: 4
Philadelphia: 5
Washington, D. C.: 6
Total Above Cities: 2,035,981
% of U.S.A.: 55.0010
- P. 121...** Scranton, Pa. should be included in Furniture-Household-Radio Sales ranking table with sales of 10,508 and ranking of 93. (All cities shown with rank of 93 or over should be increased by 1.)
- P. 138...** The heading **GROSS FARM INCOME** should be followed by (in thousands).
Gross Farm Income
Total South
Atlantic 2,882,319
Wyoming 147,040
Total
Mountain 2,020,331
Total U.S.A. 30,811,409
Food Sales
Michigan 1,459,513
East North
Central 6,791,659
Total U.S.A. 31,338,934
- P. 196...** Boston Gen. Mdse. Sales: 285,953

- P. 198...** Mass. Gen. Mdse. Sales
Total Above Cities: 533,402
- P. 246...** Scranton Furn.-House-
Radio Sales: 10,508
- P. 254...** Pennsylvania Total Above
Cities Furniture-House-
Radio: 429,919
- P. 259...** Hackensack Drug Sales: 1,890
- P. 266...** New Jersey Drug Sales
Total Above Cities: 78,359
- P. 306...** St. Clair County Food
Sales: 23,408
Port Huron Food Sales: 14,789
- P. 308...** Michigan Food Sales
Total Above Cities: 1,042,621. Michigan Food
Sales State Total: 1,459,513
- P. 314...** Chicago Drug Sales: 138,294
- P. 324...** Illinois Drug Sales Total
Above Cities: 213,154
- P. 363...** Worth County Food
Sales: 1,711
- P. 398...** Norfolk Gen. Mdse.
Sales: 35,587
- P. 400...** Portsmouth Gen. Mdse.
Sales: 4,328
- P. 404...** Virginia Gen. Mdse. Sales
Total Above Cities 208,597
- P. 406...** Harrison County %
U.S.A. Population: .0577
Kanawha County %
U.S.A. Population: .1708
- P. 488...** Mayes County Furn.-
House-Radio Sales: 25
- P. 601...** Brantford Drug Sales: 729
Ottawa Drug Sales: 4,051
- P. 602...** Peterborough Drug Sales: 761
- P. 603...** Sudbury Drug Sales: 838
Niagara Falls Drug Sales: 1,305
Welland Drug Sales: 572
Ontario Province Total
Above Cities Drug Sales: 64,292

NEW JERSEY'S FOURTH LARGEST MARKET

CONCENTRATED COVERAGE

Bayonne
CANNOT BE SOLD
FROM THE OUTSIDE

You spotlight your advertising when you use **THE BAYONNE TIMES** because 99.85/100% of **THE TIMES** circulation is concentrated within the City of Bayonne. There's no competition since **THE BAYONNE TIMES** delivers more circulation in Bayonne than all other papers combined. 93% Home Delivered.

Send for the **TIMES** Market Data Book

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

10 EXCLUSIVE FEATURES

Sig-Na-Lok

VISIBLE RECORD SYSTEMS



No. 4 **CARD POCKETS**
EASILY INSERTED

WASSELL ORGANIZATION, Inc.

Dept. 1 • Westport • Conn.

POINT OF SALE
ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale Advertising - Dealer Instructions - Distributor literature imprints.

TOPFLIGHT TAPE CO. YORK, PA.

EXPERIENCED SALES MANAGER WANTED

Here is an exceptional opportunity for a competent, experienced man who can assume complete charge of Sales Department of lighting equipment manufacturer selling to electrical wholesalers, architects, engineers and electrical contractors. Must have proved executive and administrative ability. Send complete details of your qualifications, experience and compensation required. Box No. 2616, Sales Management, 336 Fourth Avenue, New York 16, N. Y.

AVAILABLE FOR SPECIAL
AND SPONSORED TALKS

LEON EPSTEIN, Management Consultant in Sales, Advertising, and Public Relations; Unusual record as sales producer; Author of the inspirational "SELLING SIMPLIFIED" Series and other helpful aids to salesmen. Inquiries invited for guest talks before sales groups anywhere.

Sales Research Institute, 103 Park Ave., N. Y. C.

Sales Outlook for Third Quarter Within 5% Last Year's Top

Considering all the hue and cry over business decline, it is inspiring to obtain the consensus view of the Future Sales Ratings Board of Editors that over-all sales for the third quarter will be off no more than 4% from the great third quarter of 1948, which had broken all records for that season of the year.

Sentiment of SM's Board of over 100 editors on Future Sales Ratings is that third-quarter disposable income of the public (reflecting the sustaining influence of various props such as unemployment insurance, farm subsidies and welfare compensation), will show a very small decline—probably no more than 3% from the large totals of the third quarter of 1948.

Durable goods sales are expected to be off about 6% and non-durable goods sales about 3% from the big 1948 quarter, with department store sales about 5% lower, and rural retail sales showing a somewhat larger decline.

There is a strong feeling, in view of prevailing high personal income and liquid assets, that extensive and efficient promotion and advertising could effect a still more favorable showing than indicated above. Businessmen are becoming increasingly aware in this new, virile period of tough competition that advertising expenditures on the whole are extremely low—in fact, they are at one of the lowest ratios to total and potential sales in modern marketing history.

Future Sales Ratings

Final computation of the 1948 batting average of accuracy of Future Sales Ratings reveals a record of which SM indeed is proud. This Department correctly forecast for the year 1948 a total of 80 industries out of the 95 which were rated. Batting average of accuracy thus is 84.1% for the year 1948—an outstanding tribute to the combined prophetic abilities of the experts who decide these ratings under the supervision of Peter B. B. Andrews, former industrial economic advisor, United States Government.

This Board of Editors includes well informed men and women in trade associations, leading business magazines and papers, statistical services, investment advisory services, Government agencies, leading corporations, and men's and women's colleges. The

final results of analyzing and editing by these authorities comprise SM's Future Sales Ratings, and the findings are copyrighted and published exclusively by SALES MANAGEMENT in the first-of-the-month issues of January, April, July, and October.

It is interesting that the trend of accuracy is rising impressively, having advanced from the pre-war computation of 77.0% batting average of accuracy to the 1948 record of 84.1% accuracy. Moreover, Future Sales Ratings' over-all business forecast for 1948, made on January 1, 1948, was virtually a bull's-eye, since a 5% to 10% increase in retail sales was forecast, and the actual increase was 9%.

Looking Ahead

We, as businessmen, are naturally more interested in what is going to happen tomorrow than in what happened yesterday. A common fault of advertising executives is to plan on the basis of *back* statistics, or *current* operations, instead of on *prospects*.

Even a knowledge of what "general business" will be like in the future is not a thoroughly practical working tool, for so many businesses run counter to the general (or average) trend. Throughout the last depression, for example, the sales of mechanical refrigerators increased. Even in comparatively poor years after that, scores of companies and more than a dozen industries set new all-time highs.

Perhaps the most valuable information which a sales or advertising executive could have is a picture of the places and the people where employment and sales and earnings will increase more rapidly than is true of the Nation as a whole.

To some extent the breakdowns by industries also will be a breakdown by places, reflecting fairly great geographic concentration of some industries, as, for example, steel and iron, shipbuilding, textiles, aircraft, automobiles, auto tires, and others. Additionally, SALES MANAGEMENT provides its readers with extensive basic supplementary data, including the annual *Survey of Buying Power* and the regular department of "High Spot Cities" in SALES MANAGEMENT.

It is our belief that our readers will find in the Future Sales Ratings list, which now embraces 102 industries, at least one industry in which

practical use can be made of sound trend information. Subscribers who are interested in selling to a variety of industries should find the feature of great value. For example, the manufacturer of boilers probably is doing business with—or would like to do business with—every industry represented in the compilation. The same might be said of almost every article used in inter-industry selling. Subscribers who are in the office equipment business have all industries on their prospect list. So do printers, lithographers, and most sellers of advertising space or radio.

Size of Industries

The ranking of the industries included in Future Sales Ratings was in itself a massive undertaking, requiring the searching of the records of the Department of Commerce, the Bureau of the Census, the War Production Board, and the Civilian Production Administration. In many instances, it was necessary to make partial estimates to create a figure—with the consequence that each one of the industries was given a size rating, SM being the only organization in the country to provide a size rating for so large a group of industries. Future Sales Ratings found that some great industries have no "sales" figures as such; in these situations operating revenues were taken, as in the instances of banking and railroads. In this effort to give comprehensive coverage to our readers, it is inevitable that we would have some overlapping of industries, as in Personal Care— and Cosmetics.

Future Sales Ratings admits to human qualities and claims no omniscience, but got great pleasure out of the discovery that the new Census of Manufactures data necessitated only three changes in the entire Future Sales Rating table.

Reprints Available

The Future Sales Ratings chart and the explanatory comment on this page, are available in reprint form. Price 5c each, through SM's Readers' Service Department.

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

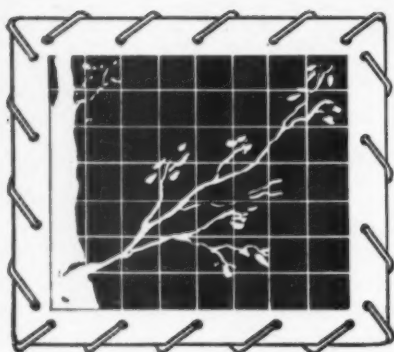
Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates no change or a small decrease in relation to the corresponding period of the preceding year.

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Machine Tools	G	★	★
Air Conditioning	D	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	F	★★★★	★★★★★	Machinery (Ind'l.)	B	★★	★★
Aircraft Sales	C	★★★★★	★★★	Meats	C	★★★	★★★
Auto Sales (New)	A	★★★★	★★★★★	Medical Care	C	★★★	★★★
Auto Sales (Used)	E	★★	★	Metal Containers	F	★★★	★★★
Auto Tires	E	★★	★★	Metals (Non-Ferrous)	C	★★	★
Baking	D	★★	★★	Motion Pictures	E	★★	★★
Banks (Revenues)	D	★	★	Musical Instruments	E	★	★
Beer	F	★★★★★	★★★★★	Office Equipment	F	★	★
Building (Heavy)	B	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Building (Residential)	C	★★	★★★★★	Oil (Cooking)	G	★★★	★★★
Candy & Chewing Gum	E	★★★	★★★	Oil Equipment	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★★★	★★★	Packaging & Containers	E	★★★	★★★
Cereals	G	★★★	★★★	Paint	E	★★★	★★★
Chemicals	A	★★	★★	Paper & Products	C	★	★
Cigarettes	D	★★★★★	★★★★★	Personal Care	D	★★★	★★★
Cigars	G	★★	★★	Photographic Supplies	G	★★	★★
Clothing (Men's, Women's & Children's)	A	★★	★★	Physicians & Dentists	D	★★★	★★★
Coal (Anthracite)	F	★★	★★	Plastics	F	★★★★★	★★★★★
Coal (Bituminous)	D	★	★	Plumbing & Heating	D	★★★★★	★★★★★
Commercial Printing	E	★★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Cosmetics	F	★★★	★★★	Radios	F	★	★
Cotton Textiles	D	★★	★★★	Railroad Equipment	D	★★	★★★
Dairy Products	D	★★★★	★★★★	Railroads	B	★	★
Department Stores	A	★★	★★	Refrigerators	E	★	★
Diesel Engines	G	★★★★★	★★★★★	Restaurants & Bars	A	★★★	★★★
Drugs & Medicines	D	★★★	★★★	Rubber Products	F	★★	★★
Education	F	★★	★★	Security Financing	F	★	★★★★★
Electrical Equipment (Heavy)	C	★★★★	★★★	Shipbuilding	G	★★★★★	★★★★★
Electrical Equipment (Light)	G	★	★	Shoes	E	★★	★★
Exports	A	★★★★★	★★★★★	Silk Textiles	E	★	★
Farming	A	★★	★★★	Soap	E	★★★	★★
Flour	A	★★★	★★★	Soft Drinks	G	★★★	★★★
Food Processing	A	★★★	★★★	Sports & Sporting Goods	C	★	★
Furs	G	★	★	Steel & Iron	A	★★	★★★
Gasoline & Oil	C	★★★★★	★★★★★	Sugar	E	★★★★★	★★★★★
Glass & Materials	E	★★★	★★★	Surgical Equipment	G	★★★★★	★★★★★
Groceries	A	★★★	★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Hardware	D	★★	★★	Television	G	★★★★★	★★★★★
Hotels	D	★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★	★★★	Toys & Games	G	★	★★
Household Products (Misc.)	C	★★★	★★★	Trailers (Auto)	G	★★	★★
Imports	C	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Installment Financing	C	★★★★	★★★	Travel (Sea)	E	★★★★★	★★★★★
Insurance	C	★★★	★★★	Trucks	D	★	★
Jewelry & Watches	E	★	★	Utilities (Electric)	C	★★★★★	★★★★★
Laundries	F	★	★	Utilities (Gas)	E	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★	★★	Utilities (Telegraph)	G	★★	★
Luggage	G	★	★	Utilities (Telephone)	D	★★★	★★★
				Vacuum Cleaners	G	★	★
				Washers (Household)	F	★	★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York.



Twig benders move sales curves, too

When teachers are sold on your products, pupils usually find out what teacher likes. (25,734,000 youngsters in grade and high schools this year!)

Pupils tell their parents. Parents and teachers buy.

Teachers influence school equipment buying, too. Get them on your side. Advertise your product in State Teachers Magazines to reach America's most influential market.

Ask Georgia C. Rawson, manager, for the complete story.

44 MAGAZINES—786,000 SUBSCRIBERS



307 N. Michigan Ave., Chicago 1, Ill.

PICK YOUR HOTELS BEFORE YOU START

1 Lists all worthwhile hotels in U. S. — number of rooms in each!

2 \$1.00 buys a 2-year subscription—4 issues!

3 Shows hotel rates and type of services offered by each hotel!

4 Issued twice yearly. Fully corrected. Pocket size!

5 Used by millions of travelers since 1918!

TRAVEL AMERICA
70 East 45 St., New York 17, N. Y.

Readers' Service Can Furnish These Reprints

Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

195—How to Keep a Sales Meeting from Falling Into a Coma. (Price 10c)

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

191—Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O.K." on the Sales Budget, by L. T. White. (Price 10c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 50c)

MANPOWER PROBLEMS

189—Hunch & Prejudice in Hiring; The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 10c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 75c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhart. (Price 10c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier — If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)

130—How To Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 10c)

129—How To Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 15c)

MARKETS

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 35c)

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) Price 25c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

ECONOMICS

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 35c)

151—Where Will Profits Come From? by A. J. Gallager. (Three articles.) (Price 50c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.

INDEX TO ADVERTISERS

Ahrens Publishing Co.	94	Newark Evening News	10
American Airlines	3rd Cover	Newspaper Printing Corp.	78
American Broadcasting Co. Pacific ..	32		
American Legion Magazine	66	Oil Paint & Drug Reporter	63
American Lumberman	55	Oklahoma Publishing Co.	61
American Poultry Journal	26		
American Telephone & Telegraph Co.	47	Passaic Herald News	84
		Philadelphia Bulletin	1
Bayonne Times	91	Practical Builder	28
Beaumont Newspapers	84		
Beech Aircraft Corp.	51	Redbook Magazine	2nd Cover
Booth Michigan Newspapers	14	Railway Express Agency	56
Buffalo Courier-Express	88	Reid Ray Film Industries	67
Buffalo News	69	Rock Island Argus	4
Bureau of Advertising—			
A. N. P. A.	4th Cover	St. Paul Dispatch-Pioneer Press ...	71
J. B. Carroll Co.	55	St. Petersburg Times	82
Canton Repository	74	Sales Management	81
Chester Times	85	Sales Research Institute	91
Chicago Daily News	21	San Francisco Call Bulletin	77
Chicago Tribune	4th Cover	Seattle Times	31
Cincinnati Times	6-7	W. R. C. Smith Publishing Co.	13
Cleveland Plain Dealer	18	State Teachers Magazine	94
Coca-Cola	12	Successful Farming	24-25
Country Gentleman	17		
		Tacoma News	62
Davenport Times	88	J. Walter Thompson Co.	9
DeBoth Features	63	Topflight Tape Co.	91
Delta Airlines	33		
Detroit News	34	United Board & Carton Corp.	11
F. W. Dodge Corp.	22		
		Washington Evening Star	5
Econometric Institute	50-54	W D B J (Roanoke)	79
Elizabeth Daily Journal	54	Wassell Organization	91
Einson-Freeman Co., Inc.	27	W B N S (Columbus)	72
		W G A R (Cleveland)	23
Fort Wayne News-Sentinel	83	Woonsocket Call	85
		W O W (Omaha)	89
Globe Auto Leasing, Inc.	53	W S B T (South Bend)	87
		W T A R (Norfolk)	30
Heinn Company	20	W T I C (Hartford)	68
Holyoke Transcript-Telegram	83		
Home Owners Catalogs	22		
Schuyler Hopper Co.	49		
Hotel New Yorker	57		
Houston Chronicle	73		
Industrial Equipment News	95		
K A N S (Wichita)	86		
Lynn Item	82		
McCalls	29		
Milprint	Facing 64		
Moline Dispatch	4		
Monsanto Chemical Co.	75		
Morgan Island Estates	95		
National Advertising Co.	19		
New Orleans Times-Picayune	16		
New York Journal-American	3		
New York State Chamber of Commerce ..	57		
New York News	Facing 65		

JULY 1, 1949

Management ? Got You Mad ?

**HOW ABOUT SELLING
YOURSELF THE NEATEST
PACKAGE OF YOUR CA-
REER . . . UTOPIA UN-
LIMITED**

We Offer You

THE OPPORTUNITY TO
SHARE IN THE FORMER
ESTATE OF

J. PIERPONT MORGAN

ON EAST ISLAND,
GLEN COVE, L. I.
NOW DIVIDED INTO LOTS
20,000 SQUARE FEET
OR MORE
PRIVATE BEACH PRIVILEGES
SEASHORE AND COUNTRY
COMBINED
THE PERFECT HOMESITE
CITY IMPROVEMENTS
ALREADY INSTALLED
ONLY 60 MINUTES FROM
MANHATTAN BY FREQUENT
COMMUTER SERVICE

MORGAN ISLAND ESTATES, INC.

120 W. 42nd ST.,
NEW YORK 18, N. Y.
WI SCONSIN 7-3922

125,801 Requests*

**for More Information
from Plant Operating Men**

*includes only inquiries
served by us . . many
more go direct to the
manufacturers.

This 1948 record is one indica-
tion of the effectiveness of
advertising in **INDUSTRIAL
EQUIPMENT NEWS**.

Ask for
our new "C C A Statement"
and "I E N PLAN"

**Circulation 60,171
65,000 Distribution**

Good for SELLING . . . because
Used for BUYING

INDUSTRIAL EQUIPMENT NEWS

THOMAS PUBLISHING COMPANY
461 Eighth Avenue, New York 1, N. Y.
Boston • Chicago • Cleveland • Detroit
Los Angeles • Philadelphia • Pittsburgh

PLUS FEATURES

of this sales producer in-
clude personnel, psychology
& testing, market analysis,
advertising, training methods, public rela-
tions . . . U of M postgrad Management.
Age 37. Prefers share to straight salary. De-
tails exchanged:

**BOX 2606, SALES MANAGEMENT
386 4th Ave., New York City**

COMPETENTLY EXPERIENCED EXECUTIVE,
possessing extensive practical knowledge in all
phases of international trade and finance, widely
travelled, familiar with Spanish and Portuguese,
soon to be available, desires to contact manufac-
turer interested in developing export markets.
Difficult assignments welcomed. Detailed informa-
tion on request. Box 2612, Sales Management,
386 4th Ave., N.Y.C.

EXPERIENCED SALES ENGINEER AVAILABLE

Aggressive, Hard-hitting, Personable, 15 years ap-
plied Mechanical and Hydraulic Engineering and
Sales Experience. B. S. & C. E. degrees North-
western University. Reserve Navy Commander Age
40 — Married — Child — Will go anywhere. Best
references. Box 2615, Sales Management, 386 4th
Ave., New York.

COMMENT

IN PLAIN ENGLISH

We believe it is accurate to say that **SALES MANAGEMENT** has printed more material on the subject of sales training than any other business magazine. The staff has done an enormous amount of research on training plans and what can be accomplished through them. To us the need for sales training is obvious to the point of being axiomatic. It is, in consequence, nothing short of alarming to us to realize that there are still thousands of companies seeking to meet the new highly competitive market conditions without having made sales training a major function of sales management. Bluntly, we do not think you can survive, and grow, and strengthen your position in industry without it. It isn't a frill, or something "nice to do if you can afford it." It's a *necessity*.

EMPTY CHAIRS IN THE FRONT OFFICE

An airlines executive remarked to one of the SM editors at luncheon a week ago that there had been a noticeable jump in business travel. When he looked for the reason, he found that a lot of the riders were sales executives.

That item belongs up front with Significant Trends. This is a time for a first-hand look at markets, for some searching talk with field forces, customers, dealers.

Sales staffs are moody groups. Two or three weeks of poor showing, loss of a key account, a scarcity of live leads, and a rash of mixed predictions in the news can put everybody in a branch off his feed and stultify the will to seek new business. Under these conditions the boss from the home office must sit down with field men and help them put the business picture into focus. After the thinking is corrected, it's up to that same boss to take such action as will make the field men conscious that they are participating in a program of planned attack rather than just holding a defensive position. This may call for weeks of travel, for many an exhausting conference, for a great deal of "hard listening." But the objectives are worth the effort.

Almost any team can carry on without strong direction when a game is on ice. But when the competition is stiff and getting stiffer, there's no substitute for strong, personal leadership. This is no time to be married to an incoming-mail basket. It's time to hit the road.

COBWEBS IN THE MANAGEMENT ATTIC

"We need a complete overhauling on sales promotion . . . but we're all so busy . . ."

"We've never done an adequate job analysis for our salesmen. Somehow we never get around to it."

"Our sales correspondence setup should be reorganized."

You can pick up bits and pieces of such conversation wherever two or more sales executives are sitting at a lunch table. So many of the problems they speak about are matters of management "housekeeping." So much to do . . . so little done!

One of the Deep Thinkers participating in such a con-fab a fortnight ago roused from his silence with an opinion that makes a great deal of sense. Said he: "The trouble with many of us is this: We see the need for improvement. We recognize many of our weaknesses. We fret because our performance cannot keep pace with our ideas.

"It seems to me that most of this trouble stems from a basic weakness in us as managers. If everyone on the staff already has a full work-load, the only sensible way to get action on special jobs is to go to the management and ask for the money and the personnel to get them done. It's up to us to prove the need and to demonstrate that a proposed course of action will result in more profitable operation. It's just another phase of the over-all problem of doing a much better job of selling our own top management people on adequate staff and adequate money for efficient sales department operation."

Give the gentleman nineteen silver dollars!

GOOD TASTE IS NEVER OUT OF STYLE

The wine industry, long noted for the excellence of taste in its promotion of an alcoholic beverage, has taken another forward looking step that is bound to increase its prestige with the public. The industry, through The Wine Conference of America, has issued a voluntary statement of principles governing wine advertising practices.

There's nothing new in the nine-point code issued by the Conference. Rather, the code formally recognizes industry practices which have met with public favor. The three aims of the statement of principles are:

1. "To maintain a high degree of public respect for wine as a temperate mealtime beverage used primarily in the home . . .
2. "To furnish a guide of traditionally proper practices so as to obviate any usages in labeling and advertising that would injure the public's respect for the industry and its products.
3. "To furnish a positive declaration of the industry's right to advertise and promote wine and its uses along traditional, ethical lines."

Media, agencies and wine advertisers themselves have a tremendous stake in point nine of the wine code. It states:

"Good advertising of wine includes the utilization of all types of advertising media, such as newspapers, magazines, billboards, television, signs, displays and other media customarily used by other industries. The choice of advertising media insofar as practicable should avoid irritating the sensitivities of the normal consuming public; e. g., it avoids advertising in those portions of publications designed primarily for children, and it avoids the use of sound trucks and skywriting."

With sales harder for everyone to get, there's strong temptation for companies and industries to lower standards of good taste in advertising appeals. The wine industry is to be commended for formalizing its code at this time.



"BERLIN AIRLIFT" in your own home town!

WHILE ADMIRING the magnificent job done by the Berlin Airlift, did you ever stop to consider that your own city is probably also served by an airlift in the form of Air Freight?

Air Freight is one of transportation's greatest and fastest growing achievements, regularly and dependably delivered by the scheduled airlines of the United States to most of the nation's cities.

To the producer it offers wider distribution, faster turnover, and greater economy of operation. To the consumer it means extra selectivity, 'round the year availability, and lower cost on articles formerly available only at luxury prices.

An outstanding example of Air Freight's amazing

progress is the record of American Airlines, pioneer in the field. In 1944 American announced that it was prepared to deliver merchandise by Air Freight to 43 U. S. cities. The following year 666,845 ton miles of Air Freight were transported.

Three years later, in 1948, American was serving 73 cities and carried 23,204,517 ton miles of Air Freight, an increase of over 3000%. And, while the cost of most things were *increasing*, that of Air Freight was *decreasing*. In fact, the 1948 rate was 46% below the average of 1945.

Such rapid acceptance of Air Freight demonstrates the value of this new public service and also promises continuing growth in the future.



AMERICAN AIRLINES *Airfreight*



some men prefer to live in a barrel

Or so it would seem from the bedrock facts. Offhand, you'd think men's clothes (and shirts and ties and suspenders and such) sell pretty evenly across the board, coast to coast. Or do they?

Well, half the money put on male backs (and necks and craniums) is spent in the stores of just six states of the 48. Per-capita investment in masculine adornment wanders all the way from \$58 a year in the familiar D. of C. to a mere \$1.30 in State No. 48 in the fashion parade.

So where's the place to advertise your overcoat? Or your seer-sucker suits? In a medium that follows population evenly across the board—or where you can take full cognizance of the truth that what's called a topcoat in New York is an overcoat in Houston and simply non-existent in Miami or Corona del Mar, Calif.?

Just another bit of proof that 1949's route to more sales, lower selling costs, more solid profits lies via newspapers—the one national medium that combines *saturation coverage* with adaptability to all these fantastic local variations—the one national medium that pays off most handsomely on the axiom that

All Business Is Local

Bureau of Advertising,

American Newspaper Publishers Association, is in business to help you make your advertising more productive. Call or write us at 370 Lexington Ave., New York 17; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4. Or ask for your copy of the newly revised booklet, "Services Available to Advertisers."

Sponsored by the Chicago Tribune in the interest of more effective advertising.